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THE SEVEN ELEMENTS OF THE DOWNTOWN AUSTIN PLAN



HISTORIC PRESERVATION

Preserve and enhance the unique historical and cultural heritage of Downtown.



ACTIVITIES AND USES

Ensure that Downtown's future growth supports a vibrant, diverse and pedestrian-friendly urban district.



DENSITY AND DESIGN

Ensure that Downtown can evolve into a compact and dense urban district, with new buildings contributing positively to sustainability, quality of life and the Downtown experience.



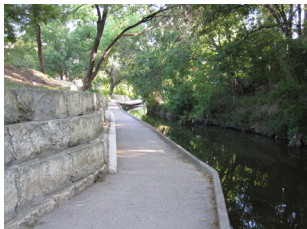
THE PUBLIC REALM

Interconnect and enhance Downtown's network of public parks, open spaces and streets.



TRANSPORTATION AND PARKING

Develop a multi-modal transportation system that improves access to and mobility within the Downtown.



UTILITIES AND INFRASTRUCTURE

Provide for phased utility and infrastructure upgrades that address existing deficiencies and that support Downtown redevelopment.



LEADERSHIP AND IMPLEMENTATION

Implement the Downtown Austin Plan, within the resources and priorities of the community.

The Plan Elements

The Downtown Austin Plan is written as an action-oriented document to assist City government, its staff and leadership and its potential partners in implementing its recommendations. As such, this part of the Plan is organized into seven subject areas, or elements, that relate closely to those City departments, divisions and programs that will undertake their implementation. These elements are:

- *Historic Preservation*, focusing on the preservation and enhancement of Downtown's unique cultural and historic resources;
- *Activities and Uses*, presenting policies and actions aimed at promoting a vibrant, diverse and pedestrian-friendly district;
- *Density and Design*, setting forth policies that guide development toward the community's vision of a sustainable, compact and engaging environment;
- *The Public Realm*, describing improvements and initiatives that will enhance the quality and upkeep of Downtown's parks, open spaces and streetscapes;
- *Transportation and Parking*, providing a program to improve access and mobility for all modes within Downtown;
- *Utilities and Infrastructure*, describing policies and initiatives for phased upgrades and improvements in support of Downtown redevelopment; and
- *Leadership and Implementation*, describing the actions required to realize the recommendations of the Plan, such as changes in governance and organization, amendments to existing regulations, and a ten-year priority action plan.

Each of the seven elements has an over-arching goal or broad intent, followed by a series of specific recommendations formulated as objectives, with sufficient explanation to convey key considerations for their final implementation. The spectrum of recommendations include actions regarding the City's and its partners' policies, staffing, programs, process improvements and physical improvement projects. Approximately 100 recommendations have been developed, based upon stakeholder input and preferences and best professional planning practices formulated through the lens of the do-able. Some recommendations are actionable immediately, while others will require further study and stakeholder input as they are refined and readied for final action.



Littlefield Building, Austin

HISTORIC PRESERVATION

Overall Goal: Preserve and enhance the unique historical and cultural heritage of Downtown.

Historic preservation is important if Downtown is to continue to develop in a way that is authentically and uniquely Austin - where the history of place is evident and celebrated. Downtown Austin's sense of place is built to a great extent on its unique collection of historic buildings and landscapes. The Warehouse District, Congress Avenue, East 6th Street, the Bremond Block and the Northwest District neighborhood are not just artifacts of interest, they are physical manifestations of the community's collective identity and values - living stories of the path that the community has taken since its founding 170 years ago.

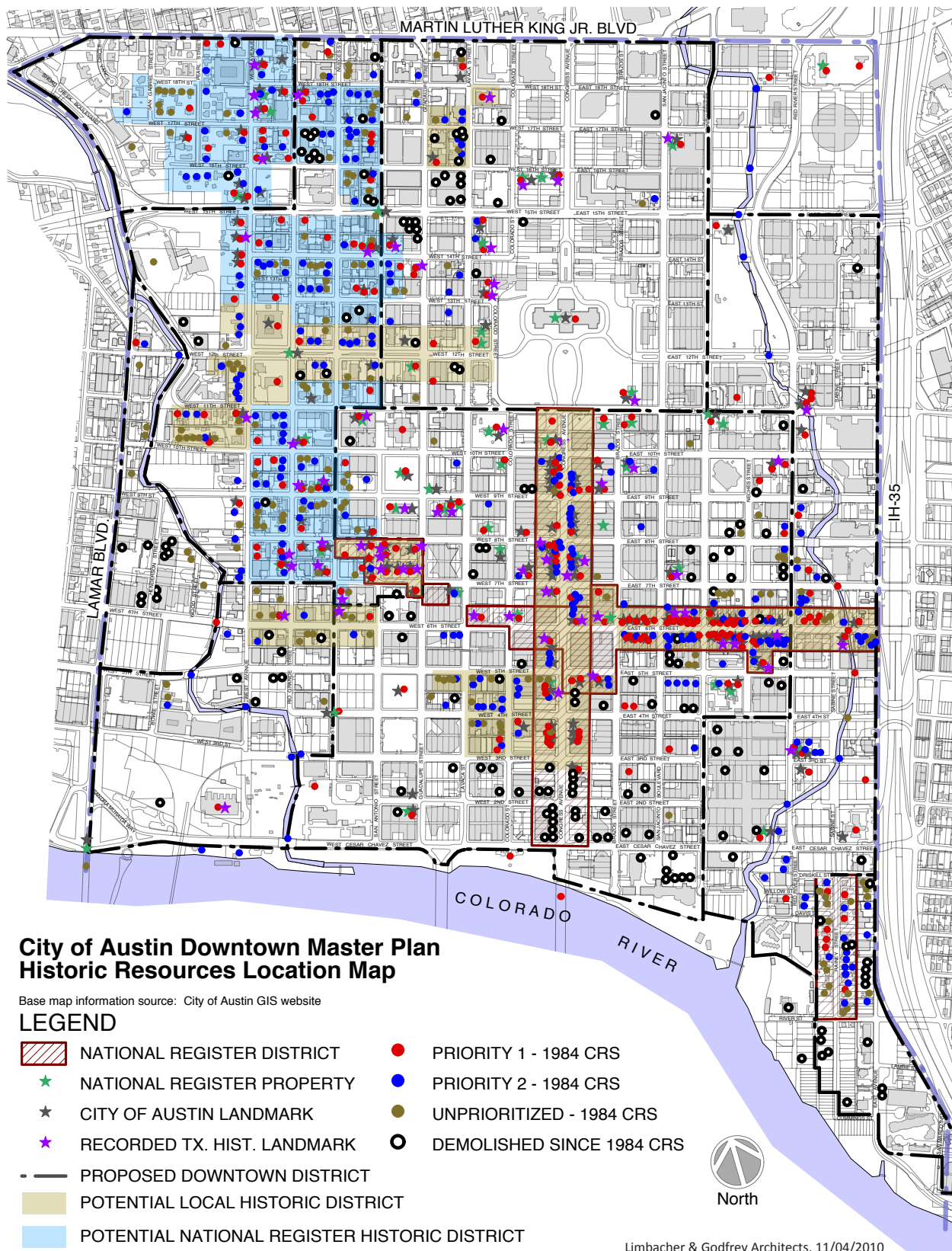
Preservation is also consistent with Austin's value of sustainability. The conservation and improvement of existing built resources, including re-use of historic and existing buildings, greening of the existing building stock, and reinvestment in older and historic districts, are key elements of a sustainable downtown.

Austin has taken bold steps over the past 30 years to preserve its cultural resources, from protecting views to the Capitol to establishing historic districts along Congress Avenue, East 6th Street and the Bremond Block. These actions have helped to shape the urban experience of Downtown and have directly contributed to its economic vitality and success.

It is important to build on these actions and to address some of the critical risks and challenges that are facing Austin's historic core. The DAP recognizes the importance of the historic fabric of the original city and has identified nine individual "districts" that are generally cohesive in character, in terms of building form and scale, which is often a result of their historical development. (See Form and Character Districts.)

Downtown's fabric of historic residential and commercial structures creates a unique identity. (Excerpt of 1897 Augustus Koch map)





Downtown Historic Resources Map

HP-1. PRESERVATION PLAN: *Preservation of Downtown’s historic buildings and districts should be guided by an updated, city-wide Preservation Plan that is based upon a current inventory of cultural resources.*

The City’s Preservation Plan and its Comprehensive Cultural Resource Survey (CCRS) - two key planning tools that guide a city to make appropriate policies and decisions about historic preservation are both over 30 years old, and so are of limited relevance today. The Preservation Plan is a resource manual, with recommendations intended to guide the work of the City, the Historic Landmark Commission and the preservation community in Austin. It is the best practices “roadmap” of what resources are important to preserve. It is based on a comprehensive understanding of the historical and cultural resources, their physical condition, their “story” or historical associations and their relative value or priority to the community. Austin’s Comprehensive Cultural Resource Survey, published in 1984 and never updated since, provides an inventory with priorities established for further research.

The Downtown Historic Resources Map (left) compiles in graphic form what the 1984 CCRS listed as those properties warranting further research in order to ascertain their priority for preservation. Evident on this map are the structures that have been demolished since that time. The City should update both the CCRS and the Preservation Plan, in conjunction with, or following the City’s “Imagine Austin” Comprehensive Plan update, which is now underway.²²

HP-1.1: Update and disseminate the updated Comprehensive Cultural Resources Survey and Preservation Plan, beginning with Downtown, and plan for periodic updates.

- The Preservation Plan should set clear goals, policies and priorities and guide historic preservation efforts into the future. Per City Code, the Historic Landmark Commission is charged with proposing amendments to the Preservation Plan, so the preparation of an updated plan is consistent with that requirement. As was done in 1981, a professional preservation consultant should be commissioned to prepare the updated plan, as well as to update the 1984 Comprehensive Cultural Resources Survey.
- The CCRS and the Preservation Plan should be made available on the City’s website in a user-friendly form that allows the public to understand properties and resources with historic significance, as well as the preservation goals associated with these.
- Periodic updates to the CCRS and the Preservation Plan should be budgeted and scheduled every five years, synchronized with the City’s Comprehensive Plan updates, since historic preservation is a required element of the Comprehensive Plan.

The John Bremond House is the most prominent structure in the Bremond Block NRHD.



HP-2. DESIGN STANDARDS: *Standards and policies should be strengthened to ensure that new development respects the scale and character of historic buildings, districts and landscapes.*

Today, Austin's Land Development Code contains very few standards or regulations that require new buildings to be compatible with adjacent historic places, nor are there actual code regulations for new additions or modifications to existing historic buildings or for signage in historic districts. With the exception of a 45 foot height limit along East 6th Street, there are only guidelines, such as those for East 6th Street and the State Capitol Complex, as well as the more general *Secretary of the Interior's Standards for the Treatment of Historic Properties*.²³ While Austin's guidelines are well-conceived, they have not been consistently followed or enforced, as evidenced by additions and alterations to various East 6th Street buildings and by new development within the Capitol Complex.

HP-2.1: Adopt form-based development standards to protect and complement the unique character of historic downtown buildings, streets and districts.

- The City should adopt form-based development standards to provide more specific guidance on the relationship of new development to historic buildings and districts. These standards, including height, setback and massing regulations, should be developed as part of the individual district plans to address specific issues and conditions. Signage regulations specific to each historic district should be included. (See Appendix I: DAP Proposed Building Design Standards.)

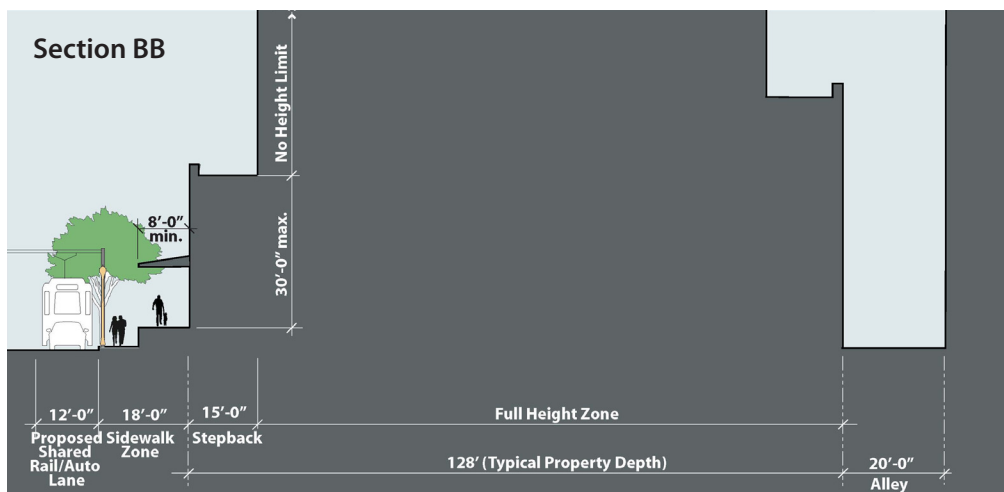
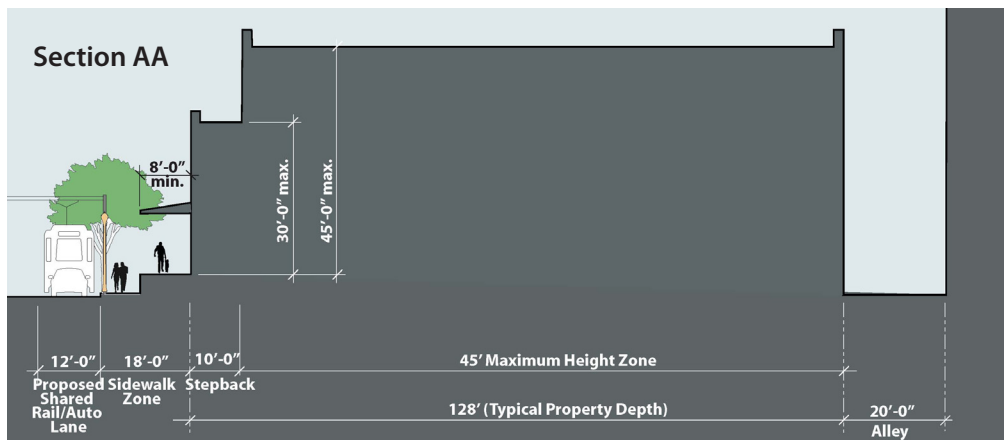


Proposed Warehouse District

HP-2.2: Adopt standards and incentives to protect the Warehouse District.

The Warehouse District has become one of Austin’s most popular districts and destinations, known for its unique bars, cafes and entertainment venues, all housed in 19th and early 20th century buildings with loading docks now serving as public sidewalks. The area has not been designated as an historic district, and as such, has no official protection and is at risk of being lost to new high-rise development. The City should develop specific standards to protect the District, including:

- Height limits for new development along West 4th Street, between Colorado and Lavaca streets (the “Core Preservation Zone”), of 45 feet to maintain the scale of one and two-story structures, as this is the last remaining block of the Warehouse District that is intact (see map on opposite page).
- Form-based standards that require new buildings within the Core Preservation Zone and adjacent blocks to step back from the street to maintain the scale of the warehouse buildings of the area, and to preserve and introduce special elements that give the area its unique character, including elevated sidewalks and projecting canopies.



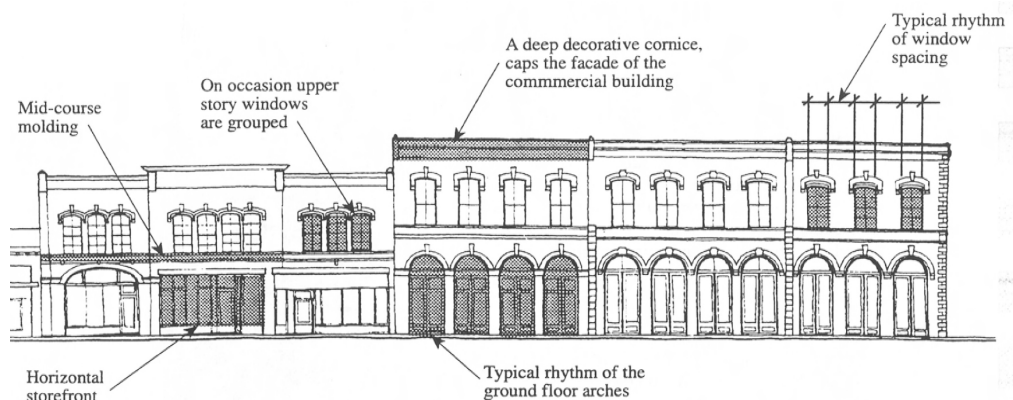
Proposed Warehouse District Height and Stepback Zones

- In consideration of reduced height limits, and to provide an incentive for preservation, the Plan recommends that the City adopt a corresponding Transfer of Development Rights (TDR) program that would allow Warehouse District property owners to sell unused development rights (available under existing zoning entitlements and those within the proposed Downtown Density Bonus Program) to other properties within Downtown that may be seeking greater density. The TDR program and the recommended development standards are described in detail in the Downtown Density Bonus Program report.²⁴
- The City should support efforts by the Heritage Society of Austin and property owners to establish the Warehouse District as a National Register Historic District and as a Local Historic District. The City's Historic Preservation Office (CHPO) has already compiled documentation of the development of a more extensive warehouse area, much of which has already been demolished. The CHPO could complete the application for the Warehouse District to be certified as a National Register District, which would be an important first step in assisting in its preservation. To become a Local Historic District, however, 51% of District property owners must agree to being part of such a district, so the CHPO's efforts and those of the Heritage Society should be focused on working with property owners to understand the benefits of the LHD designation.

HP-2.3: Introduce stepback provisions and other design standards for building additions within the East 6th Street National Register Historic District.

East 6th Street is one of the largest concentrations of 19th and 20th century mercantile buildings in the State of Texas and is Austin's (and perhaps Texas') most celebrated entertainment district. Many buildings along this historic street between IH 35 and Lavaca Street, are designated city historic landmarks. The area is part of the East 6th Street National Register Historic District (NRHD), most of which is subject to a 45-foot height limit established by code as the Pecan Street Overlay District. In 1994, a set of architectural design guidelines was adopted for use by the CHPO and the Historic Landmark Commission in their project reviews to determine the appropriateness of new construction or modifications within the District.

*Excerpt from East 6th Street
NRHD Design Guidelines*



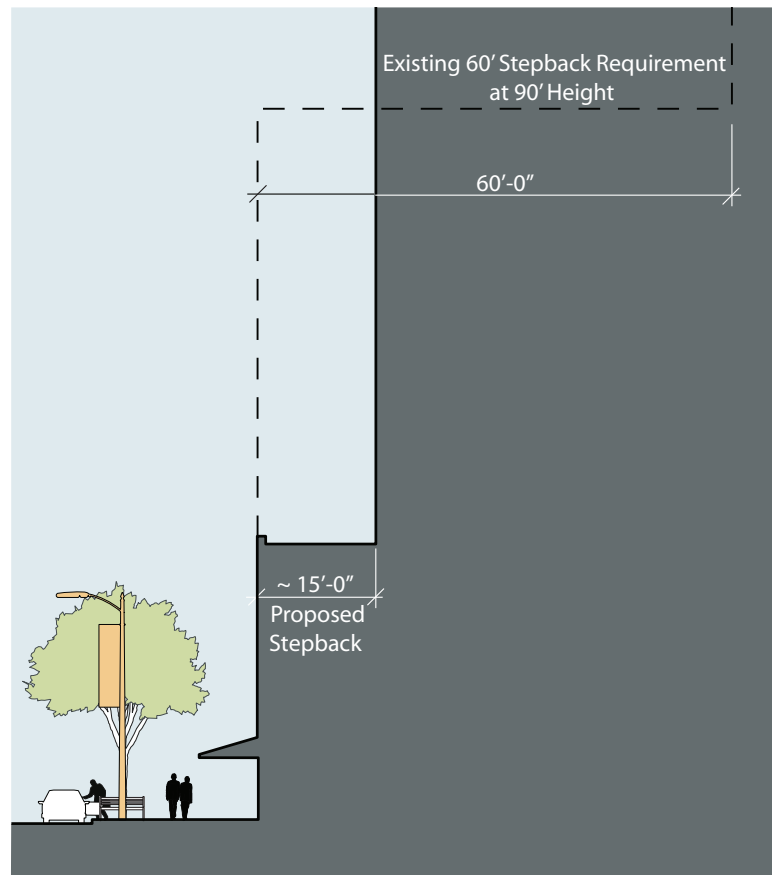
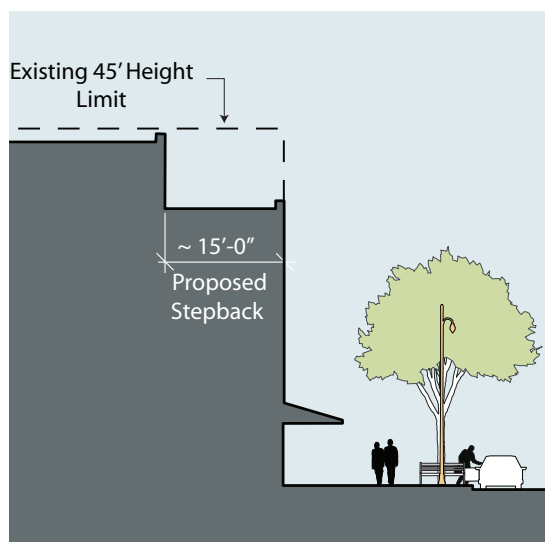
- The City should maintain these as design standards, but also require rooftop additions on historic buildings to be stepped back from the front façade of the original, historic structure by approximately 15 feet. This would help maintain the original building's distinct form, silhouette and prominence, while allowing for compatible roof terraces and/or additional stories.
- The *Sixth Street Austin* Public Improvement District (PID) should be tasked with developing appropriate rooftop terrace and signage standards and with enforcing these.



The character of the East 6th Street NRHD has been diminished by ad hoc rooftop additions.

HP-2.4: Introduce setback provisions for new buildings and building additions within the Congress Avenue National Register Historic District.

Properties along Congress Avenue are currently under the protection of a NRHD, a Capitol View Corridor and the Congress Avenue Overlay District. The Overlay requires new buildings (or additions) to step back by 60 feet starting at a height of at least 30 feet, but no greater than 90 feet. This required setback of 60 feet is greater than necessary to protect the historic character and symbolic significance of Congress Avenue since existing tall buildings (e.g., along the east side of Congress Avenue) have already shaped the street. In addition, there are no regulations to guide the construction of additions to existing buildings on the Avenue, which is especially important when these are historically significant.



Proposed Stepback Provision for East 6th Street and Congress Avenue NRHDs

- The City should require building additions to historic structures to be stepped back from the Congress Avenue-facing façade by approximately 15 feet. In addition, the City should consider relaxing the 60-foot setback requirement of the Congress Avenue Overlay District.

HP-3. ADMINISTRATION: The City should intensify its role in managing and funding Downtown preservation.

Currently the City’s Historic Preservation Office has three full-time staff, which is not adequate to accomplish much beyond the monthly administration of Historic Landmark Commission meetings. The CHPO is not funded to engage in more proactive planning efforts, required updates, public outreach and education, website development, etc., nor does it have the ability to support high-priority preservation projects. There are also no sources of capital funding for needed renovations of key Downtown historic resources, including publicly-owned parks and park structures, bridges, etc. The few grant programs available for historic preservation are generally small and reserved for local government organizations.

The City’s seven commissioners on the Historic Landmark Commission are called upon to interpret federal, state and local standards for designation of landmarks and districts, and to do so objectively, fairly and consistently. They must review building permit and Certificate of Appropriateness applications and determine whether the work proposed is consistent with best preservation practices and federal, state and local standards for preservation, rehabilitation and restoration. It is important that there be sufficient staff capacity to advise the Commission, and that the Commission be reinforced with members who have technical expertise, including preservation architects and architectural historians, who could continue to provide informed and effective review of project applications.

Restoration of Downtown’s historic public infrastructure, such as bridges and parks, is needed.



HP-3.1: Improve the capacity of the City’s Historic Preservation Office (CHPO) and that of the Historic Landmark Commission.

- The City should augment CHPO staff with professional-level staff (architects and architectural historians) to perform functions vital to Downtown and city-wide preservation, including management of the Comprehensive Cultural Resources Survey, the Preservation Plan, historic district applications, website, etc.
- The City Council should require that some members of the Historic Landmark Commission be architects trained in and/or practicing in the field of historic preservation.

HP-3.2: Create a historic preservation funding source and incentives to encourage preservation projects available to both public and private property owners, as well as tenants.

- The City should establish a funding source(s) that can provide capital to a number of key Downtown projects and initiatives, e.g., historic bridge restoration, heritage tourism initiatives, façade restorations.
- The City should explore the development of a City-owned and operated “TDR bank”, focused first on purchasing the development rights from willing property owners within the Warehouse District’s Core Preservation Zone.
- The City should develop a façade rehabilitation grant or revolving, low-interest loan program for commercial historic properties, building on the success of the current Heritage Grants Program for non-profits.
- The City should dedicate bond funds for preserving historic resources Downtown, prioritizing the rehabilitation of City-owned resources, such as the historic squares and Palm Park.
- The City should participate in the Certified Local Government (CLG) grants program to provide funding for CHPO local preservation projects.

The 1930s restroom building in Palm Park is in need of restoration.





Mixed Use Street, Amsterdam

ACTIVITIES AND USES

Overall Goal: Ensure that Downtown's future growth supports a vibrant, diverse and pedestrian-friendly urban district.

Over the past decade, Downtown has continued to evolve beyond that of a “central business district” to an urban neighborhood: a place to live, shop, visit and play - as well as work. This evolution is taking place in spite of the City's zoning ordinance, which includes a complex array of special districts and overlays. Major parts of Downtown are subject to zoning districts that disallow residential as a primary use, others that do not allow offices and others include zoning designations that permit uses that undermine the health and vitality of a pedestrian-oriented district. This is not consistent with the community's vision for a diverse and mixed-use Downtown. While mixed-use is desirable throughout Downtown, certain uses should be prioritized or incentivized in particular districts, and along certain streets to achieve the particular goals of that district and to reinforce Downtown as a viable and attractive destination. The following policies are aimed at fulfilling the vision of an inclusive, mixed-use Downtown with a thriving pedestrian environment.

San Jacinto Street, now lined with parking garages, is envisioned as a mixed-use, pedestrian and transit-oriented street.



AU-1. MIXED USE: Downtown should have a full mix of urban uses that reinforce an active and engaging pedestrian environment.

An appropriate mix of residential and non-residential uses should be allowed in all parts of Downtown, except for Judges Hill, which should generally be preserved as a single-family residential neighborhood.

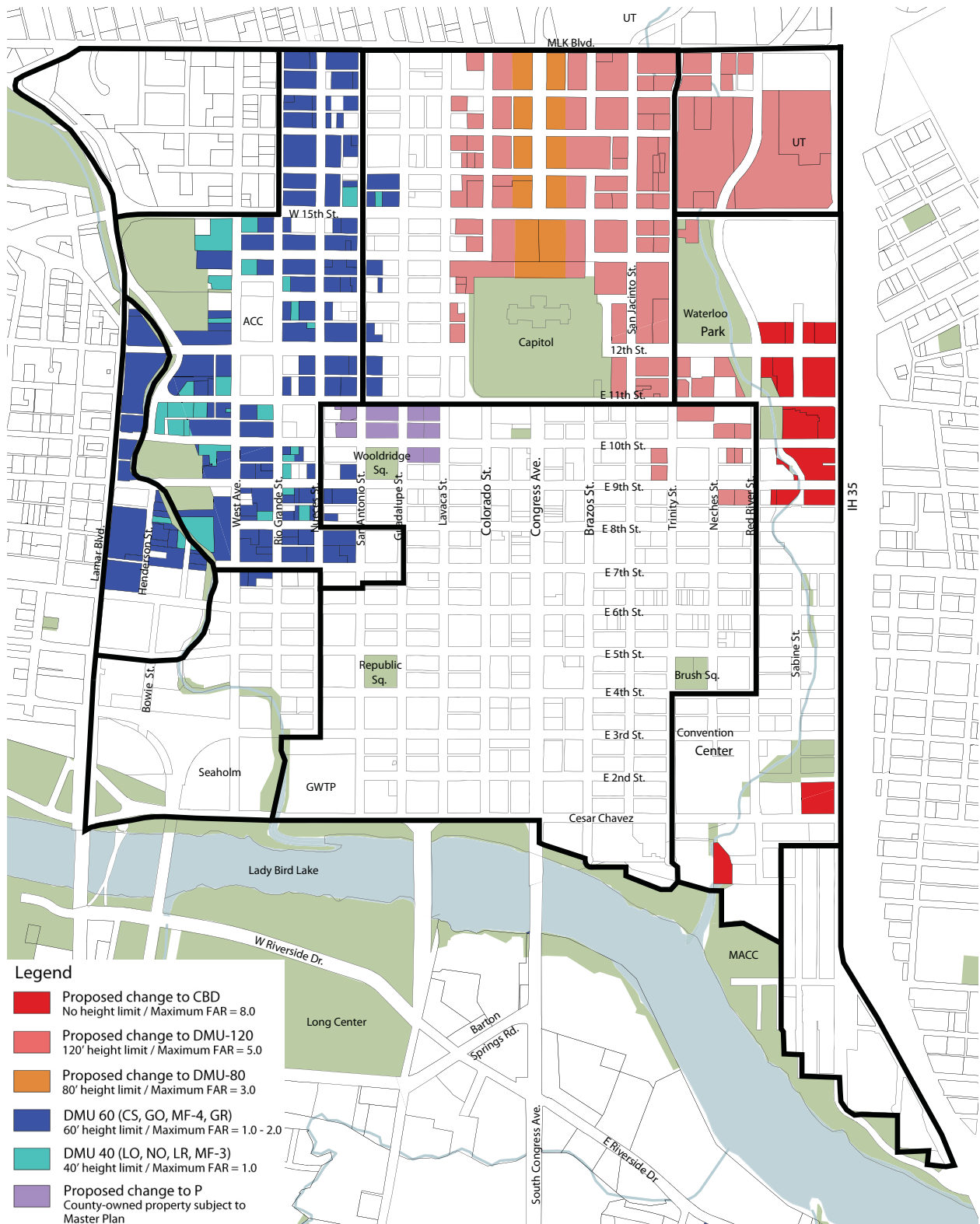
AU-1.1: Replace single-use zoning districts with downtown mixed-use zoning designations.

Some of the zoning districts within Downtown restrict the full range of residential and non-residential uses that are desirable for a healthy urban district. For example, properties with Commercial Service (CS) and General Office (GO) designations are prohibited from constructing residential units, and those with Multi-Family (MF) zoning do not allow office uses.

- The City should establish two new downtown mixed-use zoning districts, “DMU-40” and “DMU-60”, to replace these single-purpose zoning districts and provide for a broader mix of residential and commercial uses.
- DMU-40 should replace existing zoning districts that have a 40-foot height limit (e.g., LO and MF-4), and DMU-60 should replace those with a 60-foot height limit (CS, GO, MF-5, MF-6). The intent of these new zoning districts is to promote a mixture of uses at a scale that is appropriate to their context, providing a transition from “DMU-120” (currently “DMU”) to surrounding single-family neighborhoods and lower intensity districts.
- The specific provisions of these new zoning districts, including the list of permitted and conditional uses, should be established as part of detailed District Plans within Downtown.²⁵

AU-1.2: Prioritize or incentivize certain uses in certain districts of Downtown.

- District Plans should be used to encourage particular uses that are deemed to be important in achieving the community’s vision and to correct any imbalances that may have occurred over the past decades. For example, the Northwest District Plan provides incentives for residential development in a part of Downtown that was once Austin’s first residential neighborhood, but that is now substantially in office use. The District Plan recommends that residential infill development that complies with the Plan’s form-based standards be allowed to be built to an increased density.²⁶
- As other future District Plans are prepared, priority uses should be identified.



Proposed Downtown Zoning Changes

AU-1.3: Prioritize and incentivize certain ground-level uses along certain streets.

In order to realize the community's goal of a vibrant and pedestrian-oriented downtown, and to avoid inappropriate use and treatment of ground-level streetfronts, the City should adopt more specific regulations regarding streetfront uses along certain streets. Two types of streets are recommended:

- “Downtown Mixed Use Streets”, allowing for a wide range of pedestrian-oriented uses including office, retail and residential uses; and
- “Pedestrian Activity Streets” for certain streets that are regional destinations, and where a more defined set of pedestrian-oriented activities like retail, restaurant and cultural uses are desired.

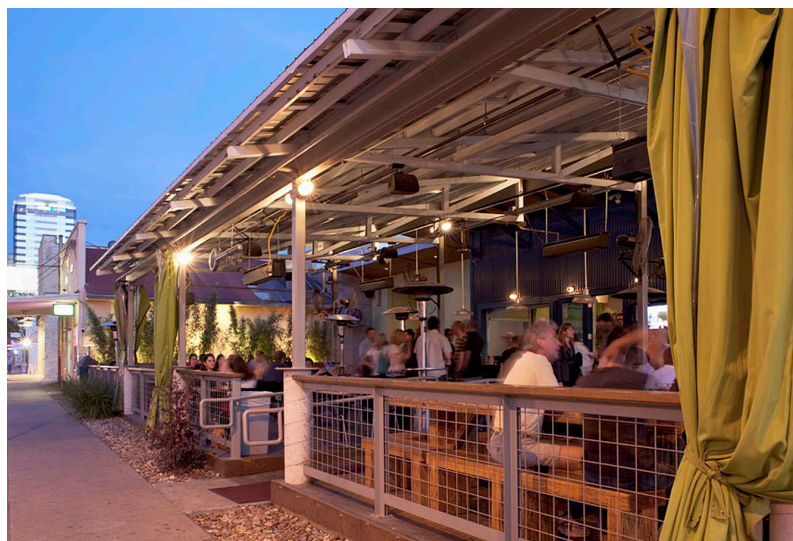
District Plans should be used to establish specific locations, regulations and requirements for these street frontages.²⁷

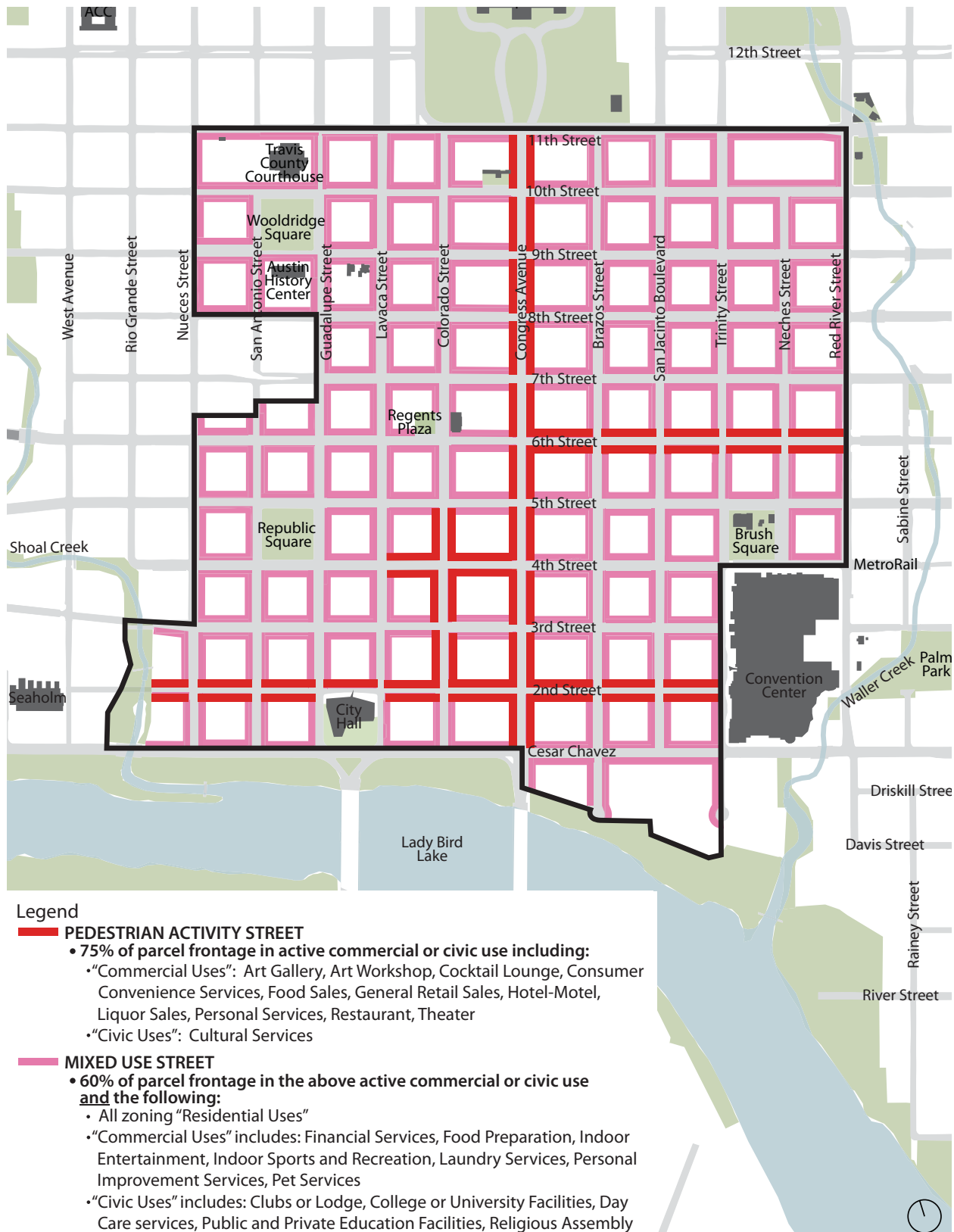
AU-1.4: Change Cocktail Lounge from a permitted use to a conditional use.

In order to avoid the over-concentration of bars, as well as public order problems arising from poor management of liquor-licensed businesses, the City should make “Cocktail Lounge” a conditional, rather than a permitted use on properties with CBD zoning. (All other zoning districts should continue to have Cocktail Lounge as a conditional use.)

- As part of the code amendment process, the City, with input from stakeholders, should establish specific criteria for permitting Cocktail Lounge uses. Possible conditions could include: ensuring hours of operation through the daytime and evening (“18/7”); demonstrated compliance with civil, criminal, fire and building codes; compliance with TABC regulations; use of “electronic point of sale” to provide accurate accounting of alcohol sales; and security staffing requirements.

An over-concentration of bars can threaten the viability of certain Downtown areas.





Pedestrian Activity and Mixed-Use Streets for the Core/Waterfront District

AU-2. HOUSING: *Downtown and the areas immediately around it should have a greater socio-economic diversity of residents.*

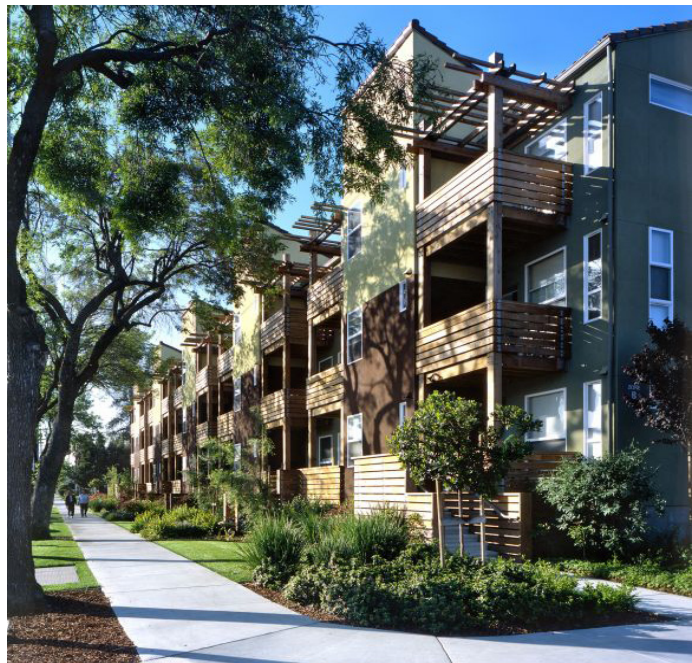
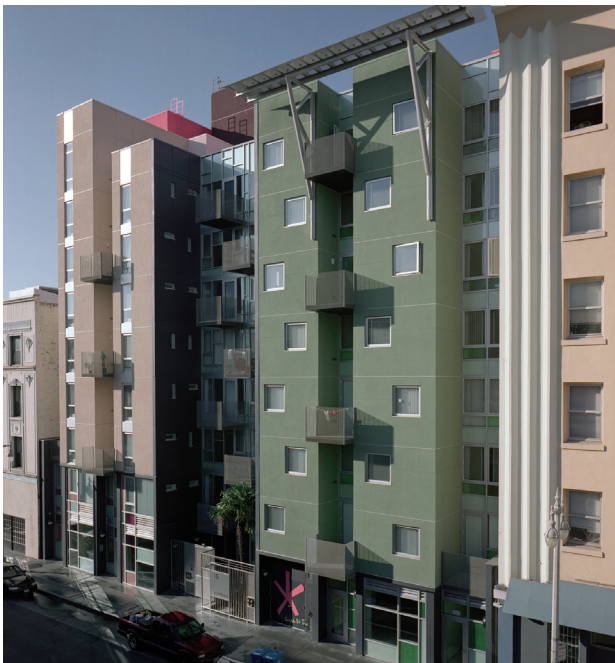
Ensuring that the supply, type and cost of housing provides opportunities for a wide range of Austinites to live Downtown is crucial to achieving the community's vision of an inclusive and diverse district. Housing in Downtown should be available to a wide range of income groups and lifestyles, including special needs residents, singles and families, Downtown workers and those who contribute to the arts and music community. Housing should be available within or in proximity to Downtown, in order to support public transit, provide housing near jobs and to create an adequate market base for retail, arts, culture and entertainment uses.

AU-2.1: Support the production of affordable housing.

Most Downtown workers cannot afford to live Downtown, as units are typically far less affordable and therefore less diverse. The cost of producing high-rise housing is high, and therefore the subsidies needed to reduce market-rate housing to affordable levels are significant.

- The City should support the production of very low, low, and moderate-income units in and within reach of Downtown, including rental units affordable to families earning below 60% of MFI (median family income) and ownership units affordable to families earning below 80% of MFI. The lower cost of creating affordable housing in the areas surrounding Downtown, coupled with its transit accessibility, makes it a fiscally-prudent alternative to meeting some of Downtown's affordable housing needs. Specifically, creating affordable housing options in neighborhood planning areas within a two-mile radius of 6th Street and Congress Avenue can provide cost efficient, transit-accessible units in close proximity to Downtown.

Affordable housing at a variety of densities should be accommodated in and within reach of Downtown (below low and mid-rise projects in San Francisco by David Baker Partners).



- Opportunities for achieving very low, low and moderate income housing within Downtown should also be maximized in areas where height limits result in lower costs of construction, and where affordable unit construction can be required as part of the redevelopment of government-owned land. (See AU-2.2 below.)
- These goals could be accomplished through a number of short-term strategies that can be achieved in the current market environment - primarily with public subsidy - as well as long-term strategies that leverage a framework of funding sources and changing market conditions, such as: proceeds from a Downtown Density Bonus Program, creation of a Workforce Housing Corporation to provide centralized funding, abatement of taxes for projects achieving threshold requirements for on-site affordable housing and the expansion of SMART Housing fee waivers and economic development grants.²⁸ In the long term, a non-profit Workforce Housing Corporation could leverage a range of public and private sources to create centralized financing programs for the creation of affordable housing.
- The City should help to reduce the substantial cost of structured parking by both “decoupling” the sale or rental of parking from that of an affordable unit and by developing a supply of centralized, off-site parking that can be leased as needed. (See Transportation and Parking.)

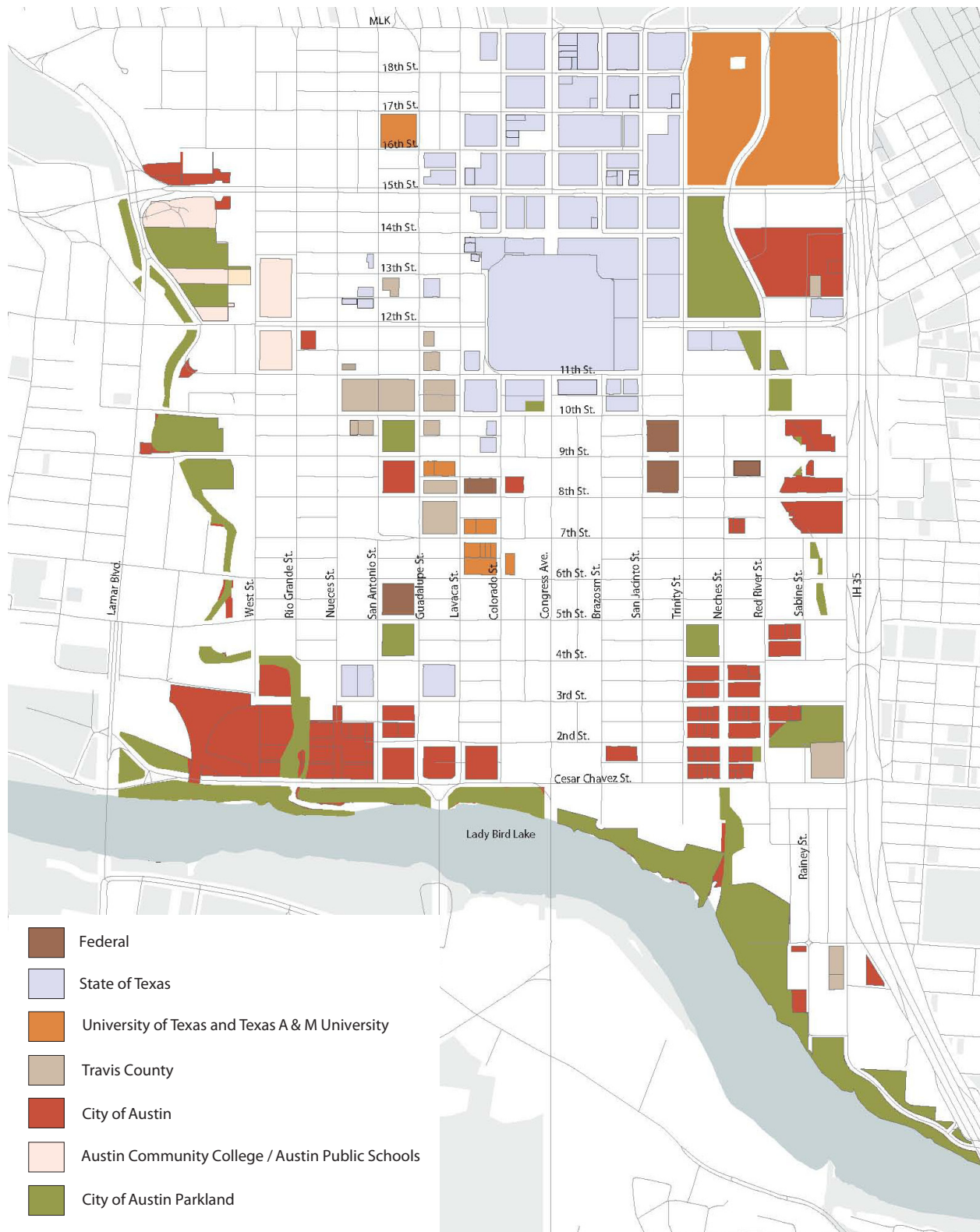


Public land like the Green Water Treatment Plant (above) can be leveraged to contribute to downtown affordable housing.

AU-2.2: Leverage redevelopment of public lands to contribute to affordable housing production.

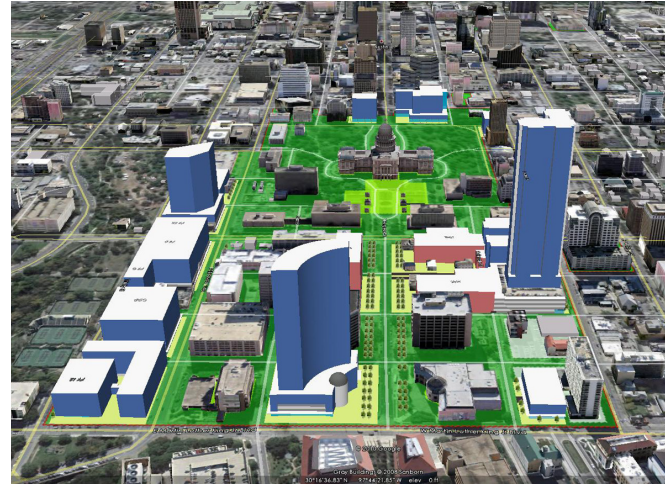
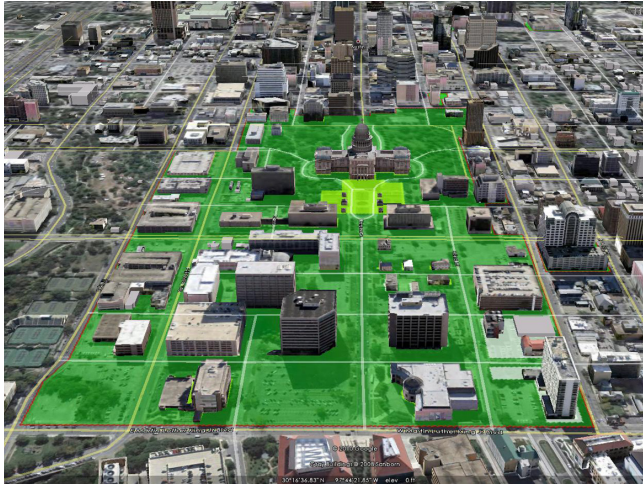
Of the approximately 178 acres of publicly-owned land Downtown, 32 acres have short or mid-term redevelopment potential. This includes properties owned by the City of Austin, Travis County, the State of Texas and the federal government. Some of these properties may be redeveloped in the future for a mix of non-governmental uses, including housing.

- The City should work in partnership with other governmental entities, such as the Texas Facilities Commission, that could be engaged in redevelopment of Downtown land to promote affordable housing goals. The City already has an established policy that directs 40% of the property tax from redeveloped City-owned property to the Housing Trust Fund. The City should consider additional leverage in the redevelopment of City lands, including provision of free or discounted land in exchange for on-site affordable housing and requirements for on-site affordable housing units, as in the Mueller Redevelopment and Project Green.



Publicly-Owned Land

Approximately 175 acres of land are publicly-owned.



Aerial views of the existing Capitol Complex (left) and redevelopment potential (right) as portrayed by Texas Facilities Commission.

- The Housing Authority of the City of Austin (HACA) controlled sites present additional opportunities for partnership. There is potential to increase density and create more than 3,500 additional units on the eight HACA sites in Downtown and in the areas surrounding it. The City should partner with HACA to prioritize the intensification of its sites, in order to increase availability and improve quality of housing in and around Downtown.

AU-2.3: Provide for permanent supportive housing.

Even though the City of Austin and other providers have strived to address the immediate needs of sheltering the homeless, progress is needed to provide permanent supportive housing that can help people transition to more stable and independent lives. To this end, the City Council in March 2010 passed a resolution prioritizing local and federal resources administered by the City's Health and Human Services and Neighborhood Housing and Community Development departments in order to create 350 units of permanent supportive housing in the next four years.²⁹

Permanent supportive housing is a cost-effective way of addressing the needs of those who face the most complex challenges: individuals and families confronted with homelessness who also have very low incomes and significant barriers to obtaining housing, including criminal histories, substance abuse addictions, mental illness, or other mental and physical challenges. Such housing combines a place to live with social services, such as job and life skills training, alcohol and drug abuse programs and counseling. Permanent supportive housing is intended to help people recover and succeed while reducing the public's overall cost of care.³⁰

- The City should commit to the creation of approximately 225 single-room occupancy (SRO) units of permanent supportive housing in Downtown, in conjunction with non-profit partners that can provide needed services. The location of these units should be carefully considered, sites near the already-burdened area surrounding the ARCH (Austin Resource Center for the Homeless) should be avoided.



Permanent supportive housing is aimed at helping the chronically homeless transition to more stable lives. (Delancy Street Foundation Housing, San Francisco)

AU-2.4: Promote affordable housing for artists and musicians.

- The City should assist in the creation of affordable housing and live-work spaces for artists and musicians, through partnerships with non-profit developers, contribution of affordable housing bond monies and/or the discounting of public lands, as appropriate.

AU-2.5: Make Downtown housing more family-friendly.

Families with children contribute significantly to the growth, diversity, vibrancy, and economic vitality of a city. Joel Kotkin writes in the Wall Street Journal, "If you

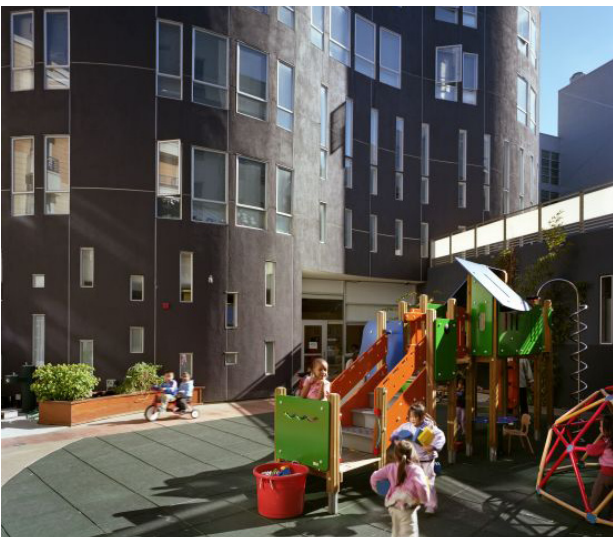
talk with recruiters and developers in the nation's fastest growing regions, you find that the critical ability to lure skilled workers, long term, lies not with bright lights and nightclubs, but with ample economic opportunities, affordable housing and family-friendly communities not too distant from work."³¹

The City of Austin's Families and Children Task Force report provides a comprehensive series of policy recommendations to make Austin a more family-friendly city. These recommendations, which deal with housing, child care, park and public space design and transportation, are consistent with the community's vision of a diverse and inclusive Downtown.³²

While many families will choose to live elsewhere, Downtown should provide opportunities for affordable and suitable housing for families. In this regard, the City should:

- Introduce incentives through the Downtown Density Bonus Program to encourage the production of affordable, family-sized dwelling units with three bedrooms or more.
- Ensure that required on-site open space within multi-family residential developments of a particular size (e.g., greater than 40 units) include space suitable for families with children, such as protected courtyards and play areas, child care facilities, recreation rooms, etc.

Downtown housing should provide protected play areas for children.



AU-3. RETAIL AND ENTERTAINMENT: *Downtown should be the most desirable retail and entertainment destination in the region, for both residents and visitors.*

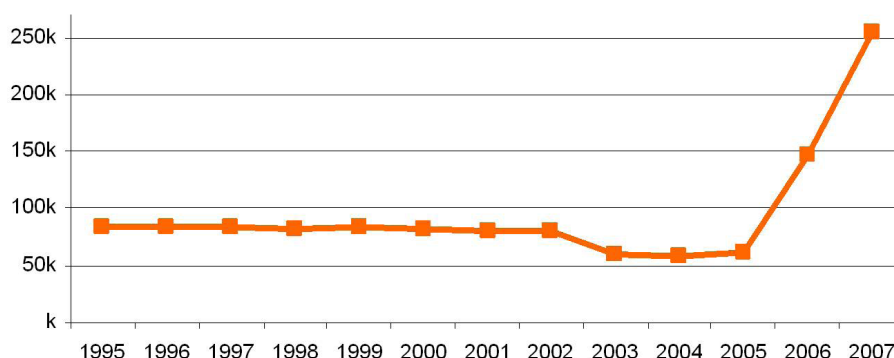
Retail, restaurant and entertainment uses are critical to achieving the community's vision of a vibrant and pedestrian-friendly, mixed-use district. A thriving and diverse retail core, including shopping, dining and entertainment, as well as a diverse range of cultural activities (see AU-4), is important for the continued growth and vibrancy of Downtown. Retail promotes street activity, encouraging residents and visitors alike to spend time and money Downtown. Local-serving retail attracts and supports the growing number of households seeking a unique urban and pedestrian-oriented lifestyle.

Like most American cities, Downtown's role as the region's central shopping district was eclipsed in the 1960-70s by suburban shopping centers which represented a new paradigm in merchandising. Downtown is no longer a destination for "comparison retail", but instead, is emerging in a role as a specialty and lifestyle shopping destination, with the influx of new residents and the creation of the 2nd Street District, the Market District and initiatives by the Downtown Austin Alliance in partnership with the City to introduce new retail businesses along Congress Avenue and East 6th Street.

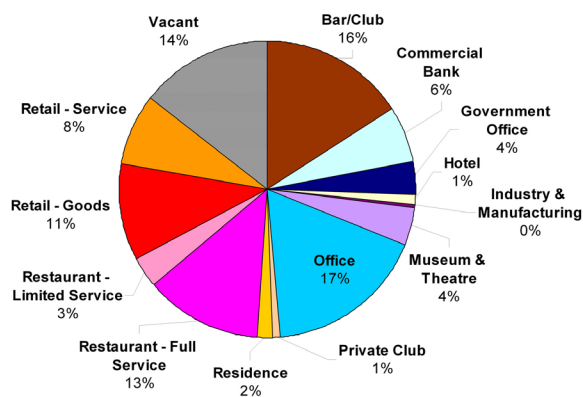
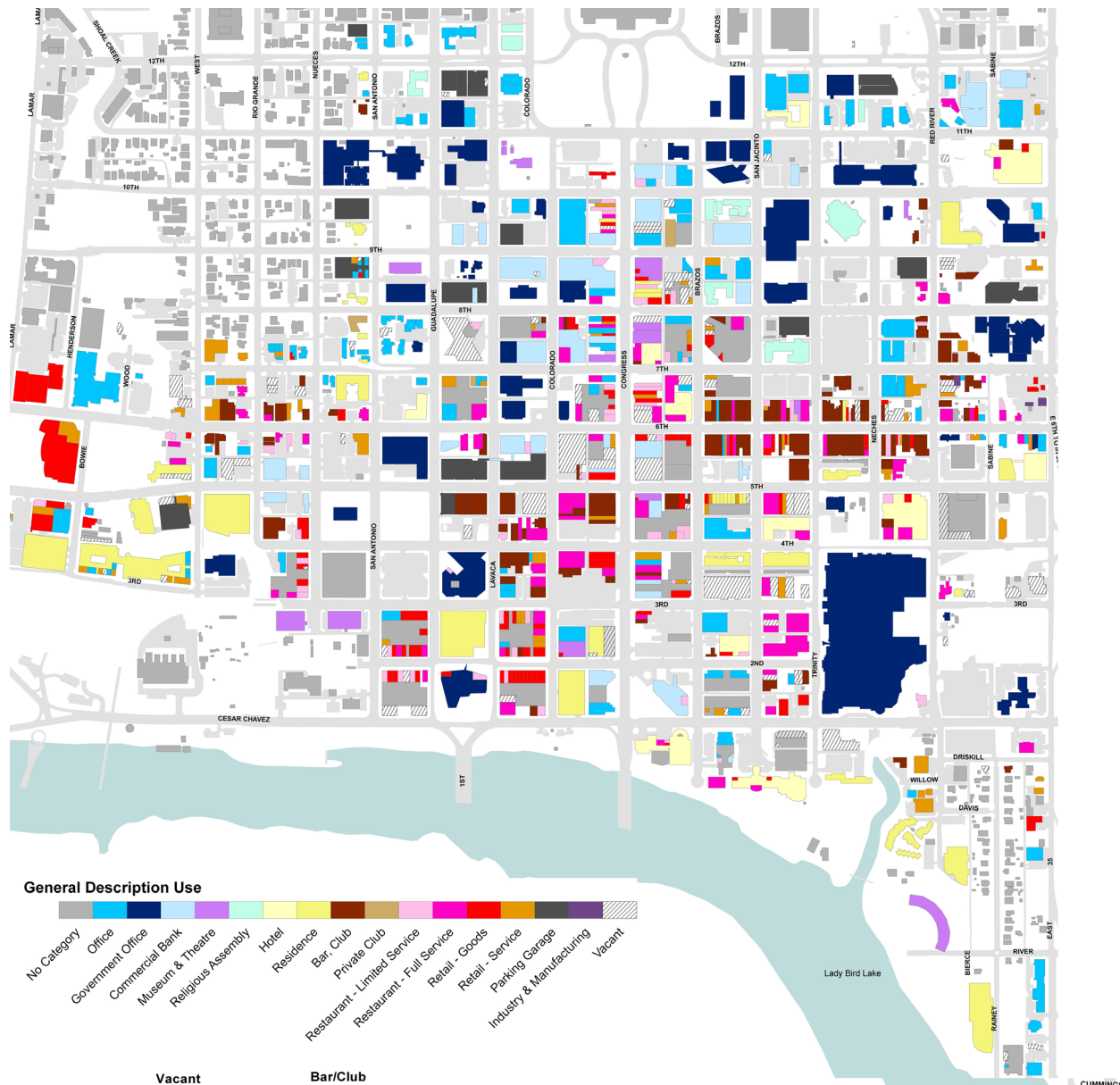
Downtown's role as an entertainment district has also grown over the past 10 years, enhancing the competitiveness and attractiveness of Downtown as an office and employment center, as well as a residential district. During 2005 to 2007, new construction increased the total amount of occupied retail space Downtown fourfold, from 61,883 square feet to 254,567 square feet.³³ Recent studies have projected an unmet demand of 500,000 square feet of new retail.³⁴ However, Downtown still represents only about 1% of the total occupied retail space in Austin.

The City should adopt land use policies that encourage a critical mass of retail and entertainment uses in Downtown that are focused along key, pedestrian-oriented streets.

Total Occupied Retail Space Downtown, sq ft
numbers in thousands



During 2005 - 2007 retail space increased 400% to over 250,000 square feet.



General Description Use	Number of Outlets	Total Square Footage
Bar/Club	132	433,386
Commercial Bank	35	168,538
Government Office	43	104,243
Hotel	11	32,088
Industry & Manufacturing	3	4,420
Museum & Theatre	13	111,322
Office	128	486,930
Parking Garage	16	0
Private Club	3	21,860
Religious Assembly	8	0
Residence	41	43,710
Restaurant - Full Service	92	357,104
Restaurant - Limited Service	63	88,811
Retail - Goods	97	290,763
Retail - Service	79	217,137
Vacant	108	396,048
Total	872	2,756,360
Average Size of Spaces		4,287
Median Size of Spaces		2,785
Smallest Space	1108 Lavaca, Suite 118 (Vacant)	162
Largest Space	Whole Foods Grocery Store	90,000

Ground Floor Retail in Downtown

Source: Downtown Austin Alliance, 2009

AU-3.1: Reinforce existing retail and entertainment districts.

Existing concentrations of retail and entertainment uses have emerged in certain areas of Downtown, including: the Market District at Lamar and West 6th Street; the 2nd Street District, the Warehouse District, East 6th Street, Congress Avenue and Red River Street. These key districts should be reinforced.

- A retail recruitment program is currently being implemented by the DAA for Congress Avenue and East 6th Street. These efforts should be bolstered by the City and private sector partners to attract businesses that create synergy and critical mass within specific sub-areas of Downtown. The City's existing Business Retention and Enhancement (BRE) Program should continue to assist displaced, new and expanding businesses on East 6th Street and Congress Avenue.
- Development incentives should be provided for a desired balance of retail and entertainment uses in certain parts of Downtown, including density bonuses and "free" or exempted FAR (floor area ratio).



Jo's is a successful example of one of the locally-owned businesses in the City-sponsored 2nd Street District.

AU-3.2: Promote ground-level retail and restaurant uses along particular Downtown streets.

- Pedestrian-oriented space suitable for retail, restaurant or entertainment uses should be required along key street frontages designated as "Pedestrian Activity Streets" within Downtown (see AU-1.3 above).

AU-3.3: Establish a concentration of retail, entertainment and cultural uses in City-sponsored redevelopment projects.

- Downtown redevelopment projects on City-owned land, such as Project Green and Seaholm, should continue to include significant retail, restaurant, entertainment and cultural uses to create a strong regional destination and a complementary "anchor" for both the 2nd Street District and the Market District.
- A significant proportion of these businesses should be locally-owned to contribute to an authentic, diverse and affordable Downtown.



New retail uses are strengthening Congress Avenue as a shopping destination.



The Create Austin Plan recognizes the diversity of players who contribute to Austin's creative community.

AU-4. LIVE MUSIC, CULTURAL AND CREATIVE USES: *Austin's creative community and Downtown's concentration of live music and other cultural destinations should be nurtured and expanded.*

Richard Florida's *The Rise of the Creative Class* ranks Austin as second only to San Francisco in US creative class cities. The creative community contributes significantly to the vitality, livability and distinct character of Austin and Downtown. If Austin is to continue "being Austin", the city must sustain and enhance the vibrancy of culture, arts and music. Creativity is perhaps the most character-defining element of Austin's culture - one that has both a national and international reputation.

A recent economic benefit study estimates that Austin's creative industry generates \$2.2 billion of economic activity annually, almost half of which can be attributed to live music.³⁵ There is a wide variety of players who contribute to Austin's creative economy, including dancers,

performers, sculptors, photographers, filmmakers, musicians, painters, writers, poets, printmakers, fashion designers, industrial designers, web designers, sound engineers, multi-media and interactive artists, videographers and graphic designers. The list is enormous, as is their contribution to Austin's identity.

But many in Austin's creative class do not feel adequately supported by City government: there is a lack of "creative culture" leadership at the City and, as a result, a lack of support. Some even feel that City bureaucracy creates barriers and added expense, particularly in the realms of events and building permitting. Resources to help artists, musicians and other creative individuals develop their talents and grow their careers in Austin are lacking. Many artists find their careers stalling once they achieve a certain threshold of success and feel compelled to move to Nashville, Los Angeles or New York to receive adequate compensation and to continue their career trajectories. This should be recognized as an economic development opportunity to expand Austin's creative economy and help the struggling creative class stay in Austin.

It is critical that Downtown be the area where art in all its forms lives, on the streets and in public spaces, as well as in new and existing developments. The following policies build on the recommendations of the Live Music Task Force,³⁶ the Create Austin Plan³⁷ and the DAP report entitled "Strategies and Policies to Sustain and Enhance Austin's Creative Culture".³⁸

AU-4.1: Encourage museums and other cultural institutions that serve the entire city to be located in or very near Downtown.

Recognizing that cultural institutions are key economic anchors for Downtown, the City should continue to take a proactive role in ensuring that one-of-a-kind cultural

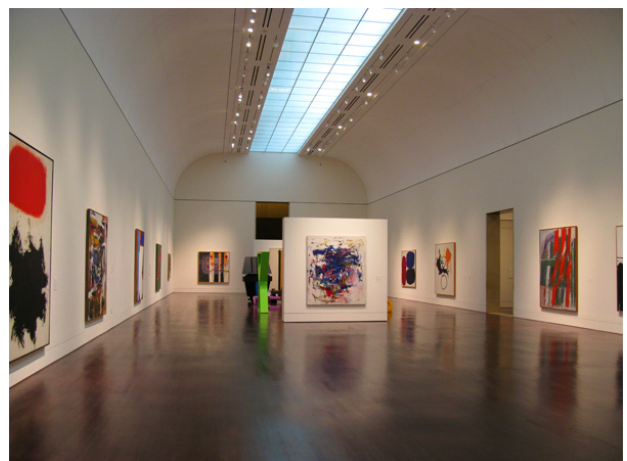
institutions, such as museums, galleries, planetariums, major performing arts venues, etc., are located Downtown. These types of institutions flourish in the dense, mixed-use setting of a downtown environment. When located within walking distance of one another, visitors are able to access multiple destinations easily, increasing the length of visitor stays and the amount of visitor dollars into the downtown economy.

AU-4.2: Provide for the creation of new cultural facilities and live music venues.

- Create an inventory of publicly-owned lands and buildings in and near Downtown that could accommodate incubator spaces, rehearsal and performing spaces, artist studios, artist live/work spaces, live music venues or other creative culture uses and businesses. Maintain the inventory for possible public/private partnership opportunities. Examples of such publicly-owned assets include the Palm School, the Castleman-Bull House, the Old Bakery and the Seaholm Power Plant Turbine Hall and Water Intake Structure.
- The City should take a proactive role in incentivizing both retention and creation of cultural facilities and live music venues by:
 - Continuing to provide capital funding for the construction, renovation and expansion of major cultural facilities, like the support given to the Emma S. Barrientos Mexican-American Cultural Center (MACC), Zachary Scott Theater, Mexicarte, Asian-American Cultural Center and the Long Center;
 - Presenting the City's existing incentives clearly and comprehensively, so developers, tenants and property managers are made aware of these opportunities and may leverage them with other incentives available through federal and local historic preservation grants and tax credits, affordable housing tax credits, the Density Bonus Program, the Business Retention and Enhancement Program, etc. The City's incentives that benefit the creative community should be rebranded as such, and widely disseminated;
 - Creating incentives for property owners to develop affordable creative spaces in underutilized or unoccupied areas of a building, such as upper stories, particularly along Congress Avenue and East 6th Street;
 - Using the existing City incentives and regulations to create and/or re-imagine these under a creative community "brand";



The City should help to ensure that one-of-a-kind cultural institutions are located in or very near Downtown. (Mexicarte, above and The Blanton below)





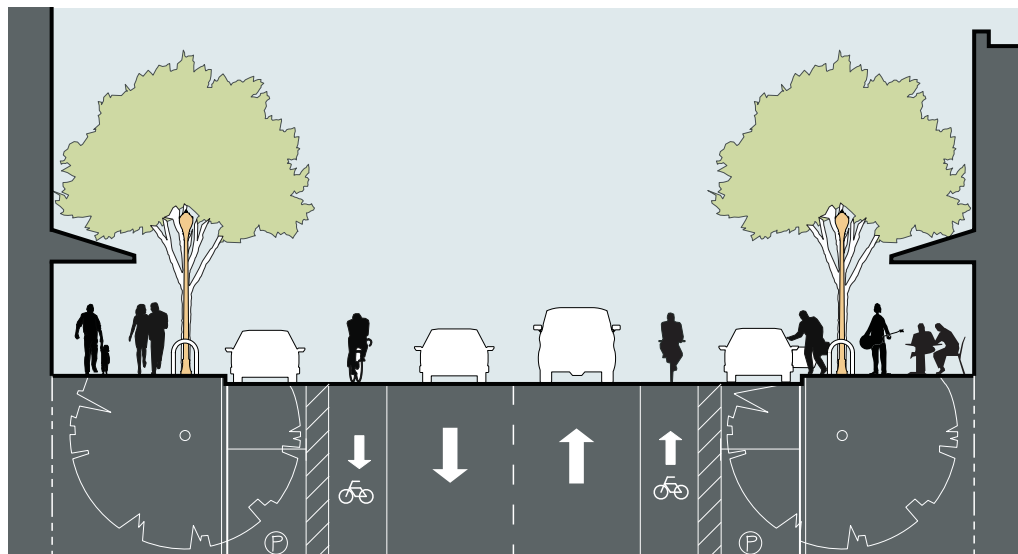
The Red River live music district is at risk of being displaced by redevelopment.

- Providing a density bonus to developers constructing or retaining live music venues or cultural uses; and
- Allowing developers to exempt floor area of approved cultural uses, including live music venues, from the FAR calculation in particular districts or sub-districts of Downtown.
- The City should explore the feasibility of a “Cultural Mitigation Fund” within the Waller Creek Tax Increment Financing (TIF) district, which would

assess new development to create a fund to support cultural activities and facilities in Downtown, as well as mitigate any negative effects of redevelopment on existing live music venues. Such an assessment may be justified given the significant public investment being made in the Tunnel Project, the potential “windfall” that property owners will receive from this improvement and the economic and cultural benefits that accrue to the City from cultural uses and live music venues. The fee should be calibrated so that it is not a deterrent to redevelopment and investment in the area.

- Uses for this fund should prioritize the preservation and creation of “certified” live music venues within the Red River Live Music District (see AU-4.4 below), and other creative community uses and needs, including the creation of rehearsal space, galleries, non-profit arts-related office space, artist promotions, etc. (Certified live music venues should be those that meet a set of minimum building and operational standards, e.g., sound-proofing, number of shows per week, presence of sound engineer, etc. The City should work with acoustical and sound engineers to develop cost-effective building standards or code associated with live music and performance venues.)

Red River Street can accommodate both dedicated bicycle lanes and drop-off/parking lanes on both sides.



Red River Street Proposed Cross-Section

AU-4.3: Support cultural district planning and marketing of Downtown arts and cultural organizations, businesses and live music venues.

A “cultural district” is a well-recognized, branded, mixed-use area in which there is a high concentration of cultural assets serving to anchor the district. In Texas, there is a State-designated cultural district program which promotes consistent branding and marketing and sustained commitment to cultural district vitality.

- The City and its cultural partners should establish such districts in Downtown, where appropriate, and commit resources to their enhancement. Potential existing cultural districts include Congress Avenue, Red River Street, East 6th Street and the Uptown Arts District.

AU-4.4: Provide incentives and programs for the protection of Red River Street as an authentic live music district.

This nationally-acclaimed live music district is at risk of being displaced by the redevelopment resulting from the Waller Creek Tunnel Project which will be completed in 2014.

- The City should designate the 600 to 900 blocks of Red River as Austin’s premiere “live music district” and provide incentives for the retention, renovation and addition of live music venues. Incentives could include those currently being explored through the Waller Creek implementation, such as the use of “Cultural Mitigation Funds” and other grant funding. (See AU-4.2.)
- Ensure that drop-off and parking lanes are retained on both sides of Red River Street within the District, to provide for musician loading and parking.
- Consider expanding the Business Retention and Enhancement Program (BRE) to support the retention and creation of live music venues along Red River Street.

AU-4.5: Build on the East 6th Street brand and improve it as a high-quality daytime and night-time entertainment and visitor destination.

While historic East 6th Street is touted to be Austin’s premiere entertainment district, on weekends it can devolve into a disorderly and unattractive street, with its over-concentration of student-oriented bars and dance clubs spilling out onto the sidewalk. The lack of public order is off-putting to many, including the large visitor population generated by the nearby Convention Center and hotels.

Sixth Street Austin, the manager of the street’s public improvement district, has taken great strides to develop a vision for the street that would cater to a much broader demographic (including residents, workers, tourists and conventioners) and that would include a mix of day and night-time uses, including cultural activities, restaurants, retail, etc. To help bring about this vision, the City should:

- Implement the recommendations of the Responsible Hospitality Institute’s 2009 report on 6th Street: “Action Plan: Managing the Nighttime Economy”.³⁹

- Enhance the retail recruitment efforts of the DAA as recommended in the “6th Street - Urban Entertainment and Retail Strategy” and “Congress Avenue - Retail Strategy” reports by ERA/Downtown Works (2007).
- Give the highest priority to streetscape improvements that can change the character of the street, handle pedestrian volumes with wider sidewalks, provide space for outdoor cafes and reduce the need for weekend street closures that impact businesses and encourage negative social behavior.
- Control the proliferation of poorly-managed cocktail lounge uses by instituting specific conditions to their approval and continued operation (see AU-1.4).
- Work with Austin Police Department (APD) and *Sixth Street Austin* to establish the design and management criteria necessary to allow the street to remain open to car traffic on typical weekend nights.
- Build on the live music brand of East 6th Street and reposition it through a coordinated promotional program through the Austin Convention and Visitors Bureau (ACVB) and *Sixth Street Austin*.
- The City should explore the feasibility of constructing an “experience-based” visitor center that could showcase the best of Austin live music, arts and cuisine, as well as fulfill the existing functions of ACVB’s “Grove Drugs” Visitor Center site. Such an exciting new facility located near Waller Creek at IH 35 could provide a needed anchor and attraction where the street loses energy due to lack of active uses. This facility could also help to link the street to its segment immediately east of IH 35, where a new restaurant and entertainment district has recently emerged, as well as to the Red River Live Music District

“Sixth Street Austin” is promoting a vision for the street that includes wider sidewalks, a mix of day and nighttime uses, cultural activities and public art.



AU-4.6: Allow restaurants in certain Downtown districts to have outdoor music venues with the same sound levels as cocktail lounges.

- The City's noise ordinance allows outdoor amplified music up to 85 decibels for cocktail lounge uses within CBD-zoned areas, yet Downtown restaurants in the same zoning district are limited to 70 decibels, if they have an outdoor music venue. The City should allow CBD-zoned restaurants to fall under the same 85 decibel sound limit. Simultaneously, the City should institute requirements and/or incentives for soundproofing hotel and residential units.

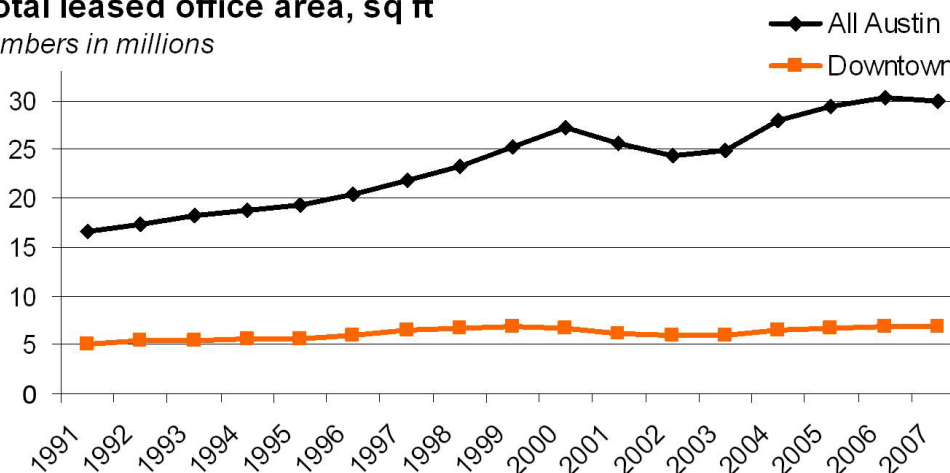
AU-4.7: Increase the capacity of City staff to act as an advocate for and ambassador to the creative community.

- Many creative community members have expressed the desire for the City to provide a single point of entry to facilitate and streamline the processes and permits required for the full range of cultural pursuits, from holding a public concert or event, to selling food and drink in a park, to performing in the parks or on the street (i.e., busking), to obtaining building permits and inspections. Oftentimes, the requirements of numerous City departments create unintended barriers for the creative community. A City staff member or members should be dedicated not only to assist the creative community in these processes, but act as liaisons to the creative community. This may require some staff focused on issues related to live music and other(s) on performing and visual and other arts, as some of the needs and interests of these groups vary considerably.



Downtown should maintain its historic role as the region's premiere office district (Scarborough Building at 6th and Congress).

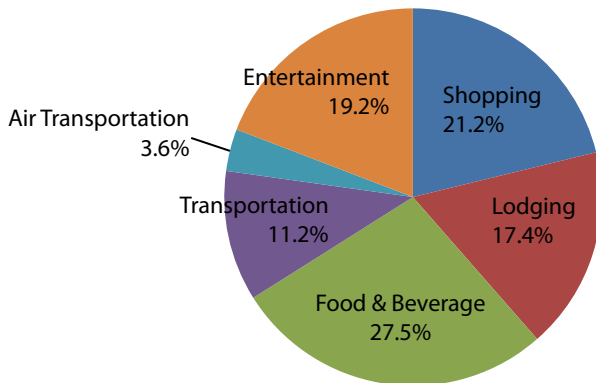
Total leased office area, sq ft
numbers in millions



Downtown accounts for only 20% of Austin's office share.

Source: Capitol Market Research, 2007

Travel and Tourism Spending: Austin 2006



Source: Global Insight, D.K. Shifflet & Associates

A second flagship hotel may be needed to support increasing Convention Center demand.



AU-5. OFFICE AND EMPLOYMENT USES: *Downtown should maintain its role as the region's premiere employment center.*

It is important for Downtown to maintain its role as the premiere employment district of the region, since it is best served by public transit and existing infrastructure, and since a thriving downtown business environment is key to a city's economic success. Today, Downtown accounts for only 20% of the overall regional office inventory. During the past decade, and particularly in the last four years, millions of square feet of additional supply have been developed outside Downtown, with a much smaller proportion constructed in Downtown.⁴⁰ Although Downtown has been out-performing other parts of the region in terms of rental return due to its growing vibrancy as a mixed-use urban district, it continues to lose ground to other locations in the region.

AU-5.1: Provide incentives for Downtown office and employment uses.

- As part of the Downtown Density Bonus Program, the City should incentivize office and employment uses in certain districts, by offering a 50% density bonus above existing zoning (baseline) maximums. In addition to responding to economic development goals, this policy is based on the economic analysis undertaken as part of the Density Bonus Program that found that payment of a fee for additional office density cannot be consistently supported by increased economic return.⁴¹

AU-6. HOTEL AND VISITOR USES: *Downtown's position as the principal visitor destination of the region should be maintained.*

Tourism is a key economic anchor for Austin, and Downtown is the epicenter of this industry. As a result the robust annual visitation and the thriving festival and convention market, Austin's hotel sector is the strongest in Texas, with the highest nightly rates and occupancy levels in the State. Convention-goers and visitors to Austin each year support more than 75,000 jobs, and they bring more than \$200 million in revenues to local governments.

After experiencing a large increase in supply mid-decade, Downtown has absorbed the additional rooms successfully and has been outperforming the rest of the region during the current recession. Despite healthy occupancies and strong rates, no new hotels have opened in Downtown since 2006.⁴²

AU-6.1: Provide incentives for Downtown hotel uses.

As part of the Downtown Density Bonus Program, the City should incentivize hotel uses by offering a 50% density bonus above existing baseline maximums. In addition to responding to economic development goals, this policy is based on the economic analysis undertaken as part of the Density Bonus Program development that found that payment of a fee for additional hotel density does not consistently result in greater developer return.⁴³

AU-6.2: Support the development of an additional “headquarter” hotel in close proximity to the Convention Center.

The Austin Convention and Visitors Bureau reports that growth in the Convention Center’s business is constrained by the maximum available block of 1,500 rooms, allocated across numerous properties and brands. It projects that 38% of business lost to other locales is due to the lack of hotel rooms or facilities, and recommends another large headquarter hotel of 1,000 rooms to address this shortcoming. The City should provide economic development incentives and other support to attract a suitable flagship hotel.

AU-7. PUBLIC SERVICES: Downtown should provide high-quality public and social services in a manner that complements other uses and the public realm.

Public services – parks and open spaces, cultural and educational facilities, and public safety and social services – are an essential part of making Downtown a livable place that can continue to support economic growth. (DAP policies for parks and open spaces are described in The Public Realm chapter below, and recommendations for the retention and enhancement of Austin’s creative culture are outlined above.) The following policies focus on educational facilities, police and fire facilities and social services that provide aid to populations in need.

AU-7.1: Enhance and expand the range of Downtown social services in a manner that is compatible with other land uses and the public realm.

Downtowns, with their typically higher level of transit accessibility and easy access to public services, have traditionally been the natural location for social service providers and homeless shelters. However, the concentration of such services immediately adjacent to the East 6th Street and Red River entertainment districts has created problems of crime and

*Housing for the chronically homeless should include support services and be designed to complement the surrounding area.
(Christ Church Cathedral Outreach Center)*





Child care facilities will make Downtown a more family-friendly place.

disinvestment. Some of the adverse impacts of this over-concentration are due to the lack of comprehensive facilities and services, particularly, permanent supportive housing, where access to counseling and many programs are available in the same building as the housing units. This has resulted in camping, loitering, public disorder, outdoor toileting, panhandling and some criminal behavior - the latter primarily from those who prey on the area's homeless. Therefore, it is important that permanent housing for the chronically homeless include support services and that these facilities be located, designed and equipped to maximize effectiveness and to complement other activities in Downtown.

- The City should develop a comprehensive plan for social service delivery and housing to guide decision-making and investment in addressing homelessness.
- The City should make improvements within and around the Austin Resource Center for the Homeless (ARCH) to better provide for the comfort and needs of its clients. Provision of a sheltered and supervised courtyard area within the boundaries of the property should be considered to accommodate more dignified queuing and waiting away from the public sidewalk area that is protected from the elements. Restrooms and adequate places for people to sit and rest should be provided within this area.
- The City should give the highest priority to the creation of a state-of-the-art, single-room occupancy (SRO), permanent supportive housing project Downtown. This facility should provide housing for the chronically-homeless, coupled with support and special needs assistance, including job and life skills training, alcohol and drug abuse treatment and other health services. (See AU-2.3.)

The Art Deco Fire Station in Brush Square should be re-purposed as a cafe or other public-oriented facility.



AU-7.2: Promote educational and child care facilities that make the Downtown more family-friendly.

- The City should work proactively with the Austin Independent School District (AISD) and other institutions to ensure that the short and long-term educational needs of Downtown residents are being met. Schools with special curricula in the areas of art, music, science and the performing arts should be encouraged and the potential for Downtown partners and sponsors



The Austin Police Department building and parking garages should be relocated from this prime creekside location.

explored. Locating such facilities in close proximity to public open spaces should be given a high priority, both to serve the needs of schools and to provide activity and sponsorship of the parks.

- As proposed in the DAP Downtown Density Bonus Program, incentives should be given to projects that incorporate child-care facilities within private residential or commercial development.

AU-7.3: Improve fire and police facilities.

Appropriately-located and state-of-the-art fire and police emergency facilities are important to serve the growing resident, visitor and employee populations of Downtown. The existing Downtown police and fire facilities are well over 30 years old and should be upgraded and expanded over the next decade. As facility improvements are evaluated for both the Fire and Police, the City should give high priority to the relocation and/or redevelopment of both facilities to create a more engaging public environment in their place.

- Fire Station #1, which occupies most of the western half of Brush Square should be relocated to another site. The Art Deco building constructed in 1939 should be repurposed as a visitor-oriented facility, such as a museum and provide an outdoor dining terrace overlooking the open space. A public process should be initiated to determine how best to reuse the building, and a public-private partnership should be established to implement the re-use vision.
- In the short term, the City should work with AFD to reduce the footprint of the fenced parking lot in order to provide for a larger lawn area within the park.
- Opportunities should be pursued for consolidating the APD headquarters facility and its parking garage on a more compact footprint, either on its existing site along Waller Creek, or in another location within or near Downtown. The redevelopment of the APD site should consider opportunities for enhanced open space along the eastern banks of Waller Creek, consistent with the Waller Creek District Master Plan.



Las Ramblas, Barcelona

DENSITY AND DESIGN

Overall Goal: Ensure that Downtown can evolve into a compact and dense urban district, with new buildings contributing positively to sustainability, quality of life and the Downtown experience.

Downtown is an area of the City that benefits greatly from density. The close proximity of buildings and activities to one another provides a unique vibrancy, creative energy and a distinctive sense of place. The concentration of economic activity contributes to the fiscal viability and health of the City, and a compact and dense Downtown is a keystone of regional sustainability.

There is significant opportunity for additional infill development within Downtown on assembled sites greater than one-quarter block that are vacant or underutilized. Under existing entitlements, it is estimated that 37 million square feet of additional floor area could be created Downtown, if these sites were to redevelop. This represents an increase of over 240% from the existing 26 million square feet of floor area. Additional density could be achieved with the use of density bonuses.

As Downtown becomes more intense, however it is increasingly important for individual buildings to create a positive relationship with one another, the fabric of historic buildings and with the public realm of streets and open spaces. This is critical not only to maintaining Downtown's unique identity and its livability, but also to enhancing the value of individual properties and in achieving the full growth potential of Downtown. It is important that individual buildings contribute to a coherent, pleasing urban form, and that they be designed in a way that does not preclude adjacent properties from developing to their full potential.



2010



2039

Existing and Potential Build-Out of Opportunity Sites

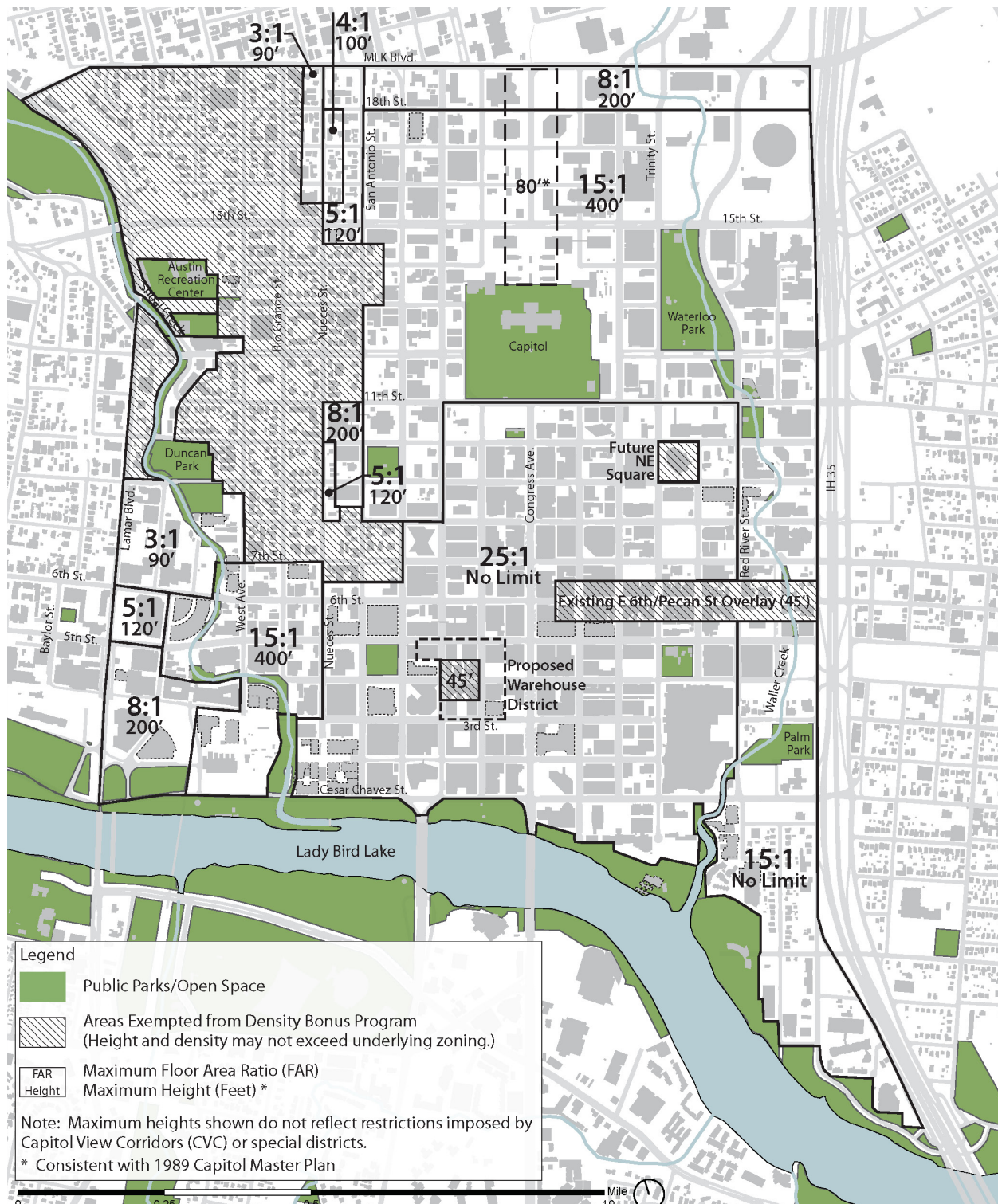
DD-1. HEIGHT AND DENSITY: Dense development that respects the context of Downtown's diverse districts should be encouraged.

Downtown is a part of the city that can support well-designed buildings of significant height and density. The City should continue to encourage high-density development that contributes to the economic vibrancy of the region and that helps to achieve other Downtown objectives related to diversity, affordability, quality of life, historic preservation and sustainability.

DD-1.1: Maintain existing height and density limits as a baseline with some adjustments based on the surrounding context.

Properties in Downtown have Floor Area Ratio (FAR) limits ranging from 8:1 in the Central Business District (CBD) to less than 1:1 in the single-family neighborhood of Judges Hill. ("FAR" is amount of building square footage divided by amount of site square footage. It is the typical measure to describe building density). Height limits transition upward from 35 feet in Judges Hill and the portions of Northwest District to unlimited height on properties designated with CBD zoning. These limits have helped to shape Downtown and have provided a level of certainty in terms of real estate value. The Downtown Austin Plan calls for these limits to be substantially maintained with the following proposed adjustments:

- The City should increase the baseline height and density on certain properties where existing zoning is not consistent with surrounding development. For example, properties with a Commercial Services (CS) zoning designation aimed at promoting auto-oriented, non-residential uses with low height limits and densities are no longer appropriate for a downtown environment and should be re-designated to DMU or CBD zoning that allows for higher density, mid and high-rise development. (The Proposed Downtown Zoning Changes map on p. 79 outlines properties recommended for an increase in height and density.)
- Consistent with its goals for historic preservation and the policies above, the City should decrease the allowable building height within the single, "core" block of the Warehouse District (i.e., properties along West 4th Street between Lavaca and Guadalupe streets) to 45 feet, as a means of preserving this last vestige of one and two-story warehouse buildings. In conjunction with this reduced height limit, the City should establish a Transfer of Development Rights (TDR) system to allow affected property owners to sell unused floor area up to a maximum of 25:1 FAR to property owners in other parts of Downtown wishing to obtain additional density above the baseline. (See Policy HP-2.2.) The Downtown Density Bonus Program⁴⁴ report provides a more detailed description of this policy recommendation.



Proposed Density Bonus Program

DD-1.2: Finalize and adopt a Downtown Density Bonus Program that allows developers and the community to equitably share the benefits of additional height and density above the existing regulations.

In 2008, the City Council directed the Downtown Austin Plan to develop a transparent and understandable density bonus program to support growth in Downtown and promote clear community benefits. A draft Downtown Density Bonus program, based on extensive stakeholder input and economic analysis, was completed in July 2009.⁴⁵ The program provides a menu of specific community benefits to which developers seeking additional density can contribute, including requirements for on-site affordable housing or payment of an in-lieu fee. The report provides a detailed description of the proposed program. Since then, the recommendations have undergone additional review by a sub-committee of the Planning Commission and interested stakeholders.

- The City should finalize and adopt the Downtown Density Bonus Program as an integral part of the DAP and proceed with the preparation of the necessary code amendments that will update the interim ordinance that has been in place since January 2008. The following findings of the DAP study should be considered:
 - ***The density bonus system should ensure that developers are incentivized to use it.*** “Charging” for additional density, whether through on-site benefits or as a fee-in-lieu, can be justified only where sufficient incremental value is created for a private developer to take on the additional risk of building a larger project. The public may feasibly exact a portion, but not all, of the incremental value created from bonus density. In order to incentivize use of a density bonus, private developers must be left with some measure of incremental value for choosing to build the additional density. The economic analysis that accompanied the DAP Density Bonus Report concluded that additional office and hotel density does not create sufficient incremental value to warrant a fee, and recommended that an affordable housing in-lieu fee apply only to residential development, which consistently accrues additional economic value from additional height and density.
 - ***The existing CURE re-zoning process has proven to be a “loophole” that has rendered the existing interim Density Bonus Program ineffective.*** No developer has utilized the “interim” Downtown density bonus program since its inception in 2008. Rather than adhering to the prescribed program of density bonuses, developers seeking additional density have all gone through the discretionary CURE process with City Council. The Central Urban Redevelopment (CURE) ordinance allows rezonings of Downtown properties to increase entitlements as well as get relief from certain regulations on a case-by-case basis. The use of CURE to obtain additional density and height should be replaced by a formalized density bonus system that can be processed administratively and that can provide all stakeholders, including developers and community members more certainty, predictability and transparency.

- ***The Density Bonus Program should be recalibrated at five-year intervals.***
A mechanism for calibration and recalibration of the bonuses needs to be established to ensure that the fees and community benefits associated with the Program maintain an appropriate balance over time. In each case, the City should use a combination of pro forma financial analysis and outreach to stakeholders to determine whether a bonus produces incremental value for a developer/property owner, such that the bonused area is likely to be constructed, and whether a bonus produces sufficient incremental value to justify charging a proposed fee.

DD-1.3: Employ additional density incentives to achieve specific community objectives.

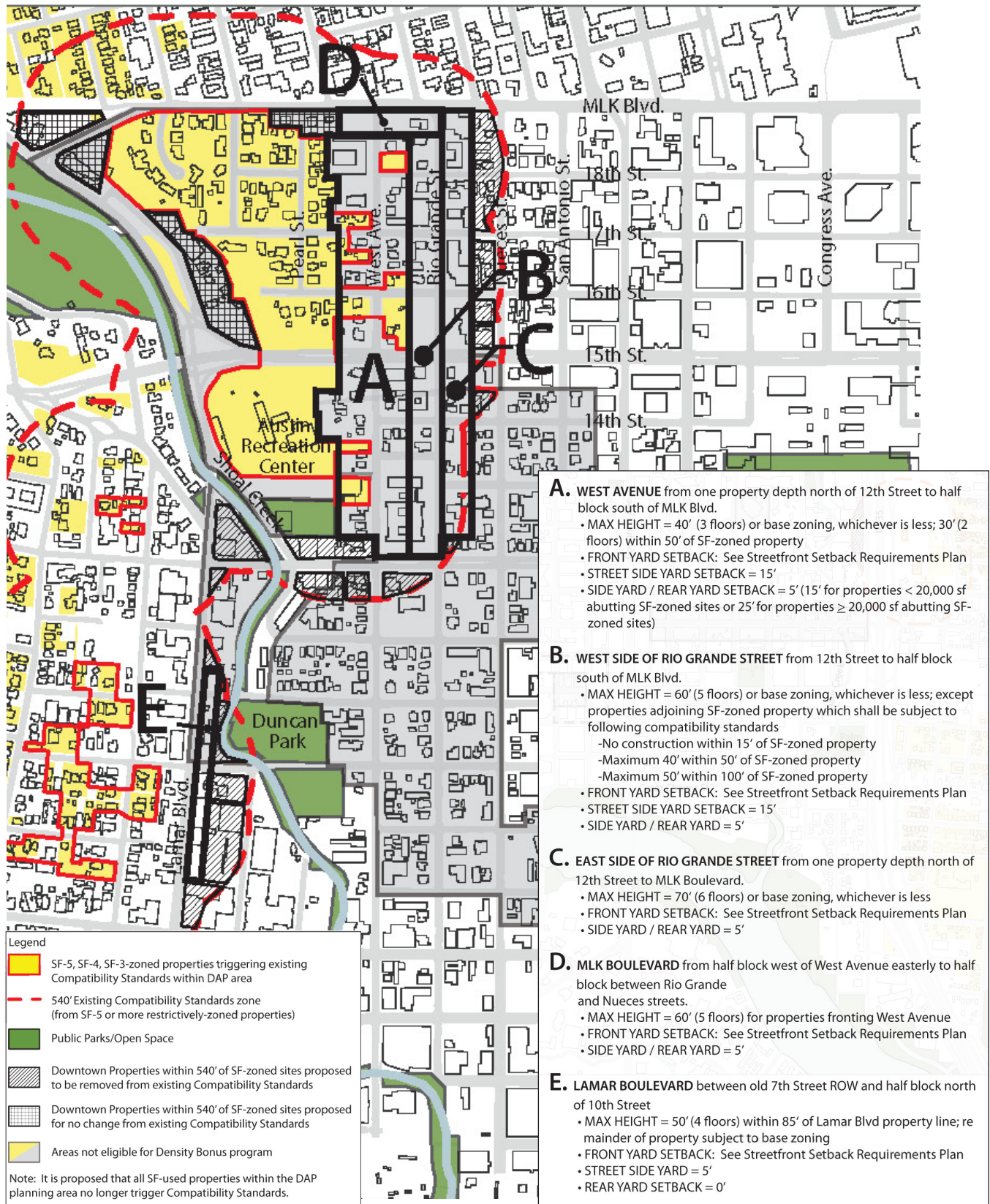
The City should allow for additional density, outside of the Density Bonus Program, to encourage specific uses or treatments. These should be developed as part of the detailed district plans.⁴⁶ For example:

- The Northwest District Plan proposes to incentivize infill housing development by permitting an increase in density for residential uses within the DMU-40 and DMU-60 zoning districts, subject to form-based design standards that promote a compatible relationship with the surrounding context.
- The Core/Waterfront District Plan proposes that ground-level retail and restaurant floor area along Pedestrian Activity streets (i.e., Congress Avenue, East 6th Street and 2nd Street) be exempted from the Floor Area Ratio calculation.
- The Waller Creek District Master Plan recommends that on-site low-income housing units at or below 50% of Median Family Income (MFI) on the Housing Authority-owned Lakeside Apartments site should not be counted toward the floor area of any future redevelopment on that property.

DD-1.4: Establish specific scale-compatibility standards that are tailored to the downtown context.

Current compatibility standards of the Land Development Code are applied city-wide to properties adjacent to or near single-family zoned and/or used properties. A graduated height limit radiates out horizontally from such properties up to 540 feet, regulating height, building and parking setbacks and screening. This generic, city-wide approach to ensuring compatibility is not appropriate in a downtown setting, and it also produces results counter to many aspects of the vision of a dense, mixed-use downtown.

- The Land Development Code's generic Compatibility Standards should not apply in Downtown; instead, the City should adopt more specific standards to protect adjacent neighborhoods and to promote compatibility of building scale and massing. Five compatibility zones are proposed, each with specific height standards aimed at providing an appropriate scale transition to the Judges Hill and Old West Austin Neighborhoods. These are illustrated on the map to the right (Proposed Downtown Compatibility Zones and Standards).



Proposed Downtown Compatibility Zones and Standards

DD-2. STREETFRONT RELATIONSHIPS: *Downtown buildings should create engaging and pedestrian-oriented streetfronts.*

A building's relationship to the street is the most significant factor in shaping the pedestrian experience of the city. Buildings should help to activate and define the character of the street edge. In some parts of Downtown, this could be storefronts and cafes built right up to the property line; in others, it may be more appropriate for buildings to be set back from the sidewalk with frontyard landscaping that provides additional greenery and shade.

The existing Land Development Code does not provide specific standards for the treatment of street frontages. The city-wide "Commercial Design Standards" (Subchapter E of the Land Development Code) provide some general guidance, but are not specifically targeted to Downtown conditions. The following policies are intended to remedy this situation, describing how buildings should relate to streets within Downtown.

DD-2.1: Require setbacks and build-to lines that are appropriate to the form and character of the street.

The Land Development Code currently legislates building setbacks according to a property's zoning designation. For example, a property with a zoning designation of CBD or DMU requires no building setback from its streetfront property line, whereas a General Office (GO) designation requires a 15-foot setback. This produces incongruities in the street character when one street has multiple zoning designations. The DAP proposes that setbacks be established by street, so that the character of that street can be consistent, regardless of the zoning designation or building type along it. (See map on opposite page.)

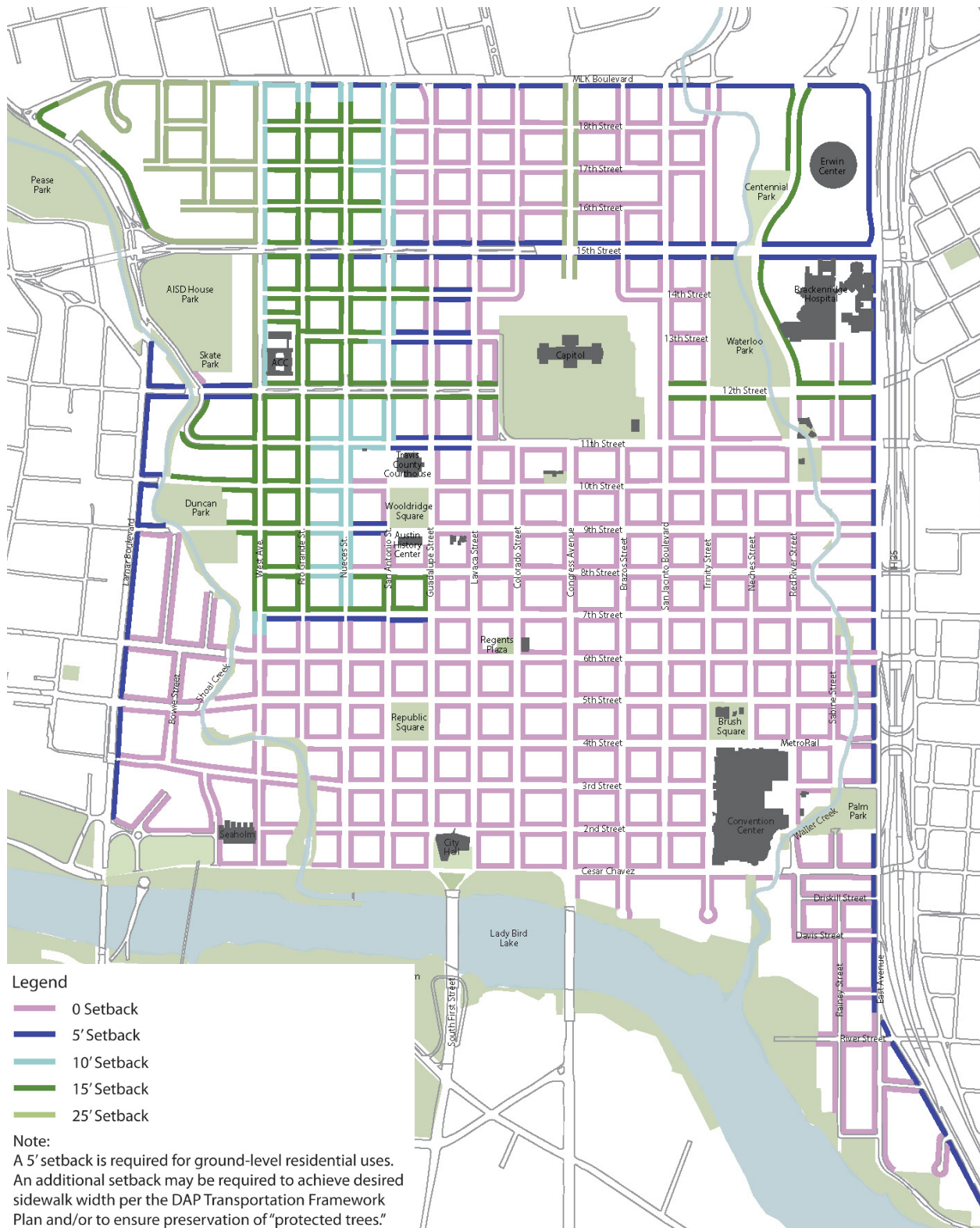
- At least 75% of a building should be built to the setback line so that the spatial definition and character of the street can be enhanced.

DD-2.2: Allow additional setbacks if these provide publicly-accessible open space.

Buildings that provide plazas, gardens, courtyards, paseos or other types of publicly-accessible open space should be allowed additional setbacks, provided that they meet the design criteria described in Policy PR-2.1.

Downtown buildings have a variety of streetfront conditions ranging from the shaded yards of the Northwest District to the storefronts and cafes of the Core/Waterfront.





Streetfront Setback Requirements Map



Publicly-accessible open spaces (e.g., plazas and gardens) that extend the experience of the street and should be encouraged.



DD-2.3: Limit curb cuts, drop-offs and porte-cocheres that interrupt the continuity of the pedestrian path and experience.

The following criteria should be established for the location and treatment of driveways or curb cuts that interrupt the continuity of sidewalks and that can undermine a successful pedestrian experience:

- Driveways, porte-cocheres and curb cuts should generally be prohibited on Pedestrian Activity Streets where pedestrian continuity and active street frontage is critical. (See Pedestrian Activity and Mixed Use Streets map on p. 81.)
- Off-street drop-offs and porte-cocheres should be allowed only for hotel developments on Downtown Mixed Use Streets, and only where curbside drop-off areas are not practical or feasible.
- The number of driveway curb cuts along a block should be limited to a maximum of two, with driveways spaced apart from one another and from street intersections.
- The width of a driveway should be no greater than 25 feet.

DD-2.4: Establish standards for the treatment of commercial building fronts.

Consistent with the approach of Subchapter E of the Land Development Code, the DAP proposes the following, more specific direction for commercial street frontages:

- Storefront glazing should be provided on at least 40% of the wall area of the ground level between two and 10 feet above grade on all “Mixed Use Streets”, and 60% of the wall area along “Pedestrian Activity Streets”.
- All glazing on ground-floor, street or public open space-facing facades should have a Visible Transmittance Rating of 0.6 or higher. (This is a measure of transparency of glass.)



Projecting canopies along commercial frontages in Austin (left) and porches/stoops on residential frontages in Portland.

- Shelter and shading devices (e.g., awnings, canopies) should be provided on at least 75% of the frontage along a Pedestrian Activity Street and 50% of the frontage on a Mixed Use Street, projecting no more than eight feet into the public right-of-way, so as not to conflict with tree canopies.
- Arcades or colonnades that set the ground-level wall back from the property line should be allowed, subject to approval by the responsible City director, under the following conditions:
 - The arcade or colonnade is part of an existing or planned, block-long system of covered walkways;
 - The structure provides clear vertical openings to the street, no less than 14 feet in height; and
 - Between the ground and 14 feet above the ground, the solid portions of the structure may represent no more than 10% of the building facade facing the street.
- Public building entries should be oriented to the street, and (with the exception of the Warehouse District blocks) should be generally flush with the elevation of the sidewalk and with the ground-level finished floor. No ramps or stairs are permitted to project within the public right-of-way or front setback area.

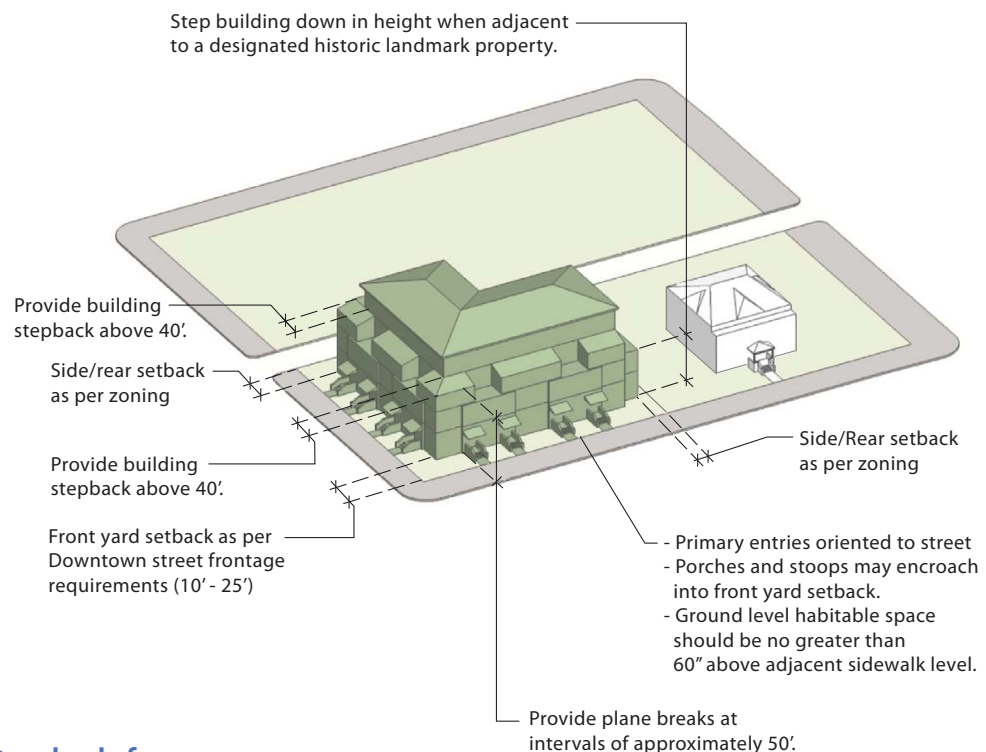
DD-2.5: Establish standards for the treatment of new residential building fronts.

- Where ground-level residential uses are permitted as a pedestrian-oriented use (e.g., on streets designated as Downtown Mixed Use Streets), all living spaces (not including ground-level common areas or lobbies) should be separated from public sidewalks or trails by a building setback of at least five feet, or the required street front setback, whichever is greater.
- Ground-level living space should also be at least 18 inches above the grade of the sidewalk, but no more than 60 inches, to promote residential privacy and livability.

DD-3. BUILDING DESIGN: *Form-based development standards should guide the scale and treatment of most building types in Downtown.*

Individual buildings help to define the spatial experience of Downtown, so it is important that they be designed to contribute to a harmonious urban form – one that is enjoyable for people to move through and gather within. As Downtown continues to mature and as larger half and full-block sites become more and more scarce, it is critical that buildings be designed in a way that does not undermine the value of adjacent sites or preclude them from developing to their full potential. It is also important that development regulations allow for smaller sites to be developed efficiently.

Building design standards should provide property owners and developers with a clear and predictable path for approval. At the same time, they should be designed to allow for flexibility and creativity, with a method of alternative compliance established for those who may wish to propose other architectural means to achieve the intent of the form-based regulations. Appendix I provides a draft of the form-based development standards that could be considered for a range of Downtown building types. As part of the ordinance amendment process that will follow adoption of the DAP, further outreach should be conducted with stakeholders and additional testing undertaken to apply the standards to a greater variety of Downtown sites and conditions. The following policies provide some general direction on the types of regulations that should be considered in the finalization of the form-based standards:

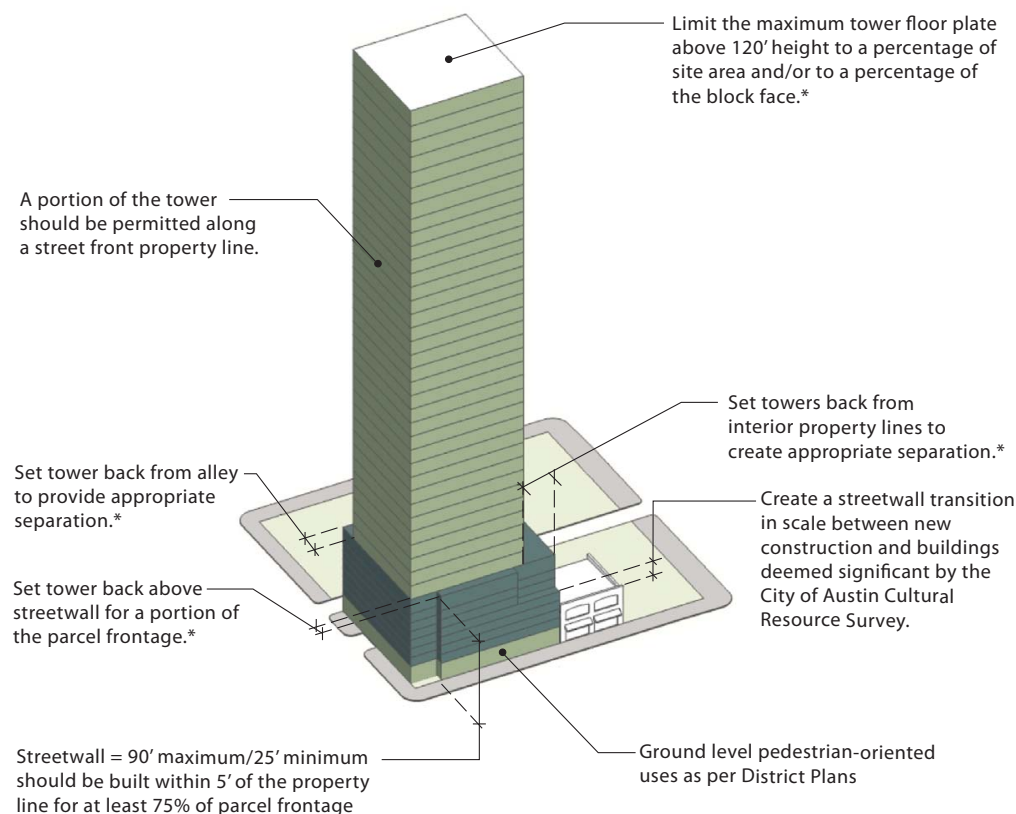


**Proposed Form-Based Standards for
Neighborhood Infill Buildings**

DD-3.1: Promote a compatible relationship between new and historic buildings.

Specific provisions should be made to ensure a compatible relationship between new development and historic buildings with a landmark designation.

- New buildings built adjacent to a landmarked building should provide a transition in scale through the use of setbacks.
- New development that is constructed on a landmarked property should be required to preserve the historic building façade and to set back any new additions from the existing parapet to clearly distinguish new construction from the original building. (See Policies HP-2.3 and HP-2.4.)
- Guidelines like those for the East 6th Street National Register Historic District should be developed for properties within the Congress Avenue and the Warehouse District areas.



* Properties substantially impacted by Capitol View Corridors (CVCs) should be given special consideration and relief from setback regulations.

Proposed Form-Based Standards for Quarter Block High-Rise



A significant portion of a street wall should be built to the setback line to create spatial definition along a street.

DD-3.2: Create buildings that provide spatial definition of streets.

A building's front facade along the street is known as the "street wall", which defines the space of the public realm (up to a height of 90 feet), creating a sense of interest and enclosure. It is important that the street wall of adjacent buildings be coordinated with one another, so that a consistent street, block or neighborhood form may be created. A significant portion of a street wall should be built to the setback line to create spatial definition along a street, and some level of articulation through plane and material changes should be provided to create interest, variation and human scale.

- Provision for bay windows and other minor encroachments that provide interest and variation on a street wall should be encouraged. However, significant areas of habitable space or parking should not be permitted to encroach into the setback area or into the public right-of-way.
- Sky-bridges that cross public rights-of-way and interrupt the visual and spatial integrity of the street should not be permitted. Sky-bridges are appropriate only across public alleys or within private properties.

DD-3.3: Step towers back from streets.

Towers (i.e., any portion of a building greater than 90 feet in height) should "interlock" with the street wall to allow for both a horizontal and vertical building expression. To this end, a portion of the tower perimeter should be stepped back to allow for expression of the street wall; the remaining portion could be built to the property line to allow for the vertical expression of the tower. Special relief from these standards should be given to properties that have Capitol View Corridor (CVC) height limits of less than 200 feet or are within the Capitol Dominance Zone, through the proposed alternative compliance process.

Towers should be spaced apart to protect the development potential of adjacent sites.



DD-3.4: Provide space between towers.

- Towers should be stepped back from alleys and interior property lines, so that the livability and development potential of adjacent sites is not compromised.

DD-3.5: Encourage tall and slender towers.

- Tall slender towers should be encouraged in Downtown to allow light to the street, and to create an appealing skyline. Standards that limit the bulk of a building to a percentage of the site area and/or to a maximum floorplate size should be considered, such as:

- The length of a tower along a blockface should be limited to allow for some light penetration to the street and to avoid a “canyon-like” effect.
- Properties substantially impacted by CVCs, where the height limit is less than 200 feet, should be given special consideration and relief from the provisions of DD-3.5.

DD-3.6: Prohibit highly-reflective glass cladding on buildings.

- Expanses of highly reflective glass on Downtown buildings can create a glaring and unfriendly environment. During the code amendment-writing process, the City should establish a standard maximum level of reflectivity that is acceptable.

DD-3.7: Integrate parking garages into the architecture of a building.

- Parking garages should be architecturally-integrated or encapsulated within and beneath buildings, so that they are not a dominant part of the building expression. Views of cars and garage lighting should be screened with architectural treatments that are an integral part of the overall building vocabulary.

DD-3.8: Establish a higher standard of green building consistent with overall city goals to be established in the updated Comprehensive Plan.

Currently buildings with CBD and DMU zoning designations are required by code to achieve a 1-star Austin Energy Green Building (AEGB) rating. Many feel that this standard does not achieve an appropriate level of green building reflective of the community’s commitment to sustainability and climate protection.

- The City should develop Downtown standards for green building, based on the goals and policies established city-wide by the Comprehensive Plan, to ensure that Downtown plays an appropriate and equitable role in meeting regional sustainability targets. In addition, the City should consider adopting the International Green Code, once it is finalized.
- The City should also allow developers to employ the Leadership in Energy and Environmental Design (LEED) rating system as an alternative to the AEGB, since this rating system has become a nationally-recognized standard.



Slender towers, such as the Spring create a pleasing skyline and provide light and air to the street.

Green roofs can provide usable open space, reduce heat gain and filter urban run-off.





Parc La Fontaine, Montreal

THE PUBLIC REALM

Overall Goal: Interconnect and enhance Downtown's network of public parks, open spaces and streets.

Typical of many urban districts, approximately 50% of the land area of Downtown Austin (494 acres) is made up of parks, open spaces and streets. The quality and interconnectivity of these public spaces defines to a great extent our day-to-day urban experience and the overall livability and identity of Downtown.

Parks and open space comprise a significant portion (118 acres) of this public realm. With few exceptions, Downtown parks are in poor condition and, due to limited funding, poorly-maintained - with aging furnishings and few programmed activities that make them inviting places to gather. The few privately-owned open spaces (e.g., plazas, pocket parks, etc.) do not consistently contribute to Downtown place-making, and instead have become areas that lack activity and a sense of stewardship. And streets, which make up the most significant proportion of the public realm, are still dominated by automobiles, often with narrow sidewalks which can be discontinuous and/or inaccessible.

If Downtown is to continue to attract new residents, businesses and visitors, excellent parks, open spaces and streetscapes will be essential to its success. Over the past 10 years, growth and investment in Downtown has been directly tied to the City's investment and commitment to the public realm, evidenced by the intensity of new development along Lady Bird Lake and Second Street, both of which have been developed and maintained as signature public spaces.

The City's Great Streets Development Program, established in 2000, has set standards aimed at re-defining the role of streets from single-purpose conduits of vehicular traffic to tree-lined corridors that support pedestrian life, connect activity centers and enhance bicycle and transit circulation. However, the implementation of the program has been incremental, leaving many Downtown streets unchanged.

The DAP *Downtown Parks and Open Space Master Plan*⁴⁷ articulates a community vision for Downtown parks and open spaces and provides a guide for public and private investment and management. This vision is dependent on increased capital investment and an adequate funding source for ongoing maintenance.⁴⁸

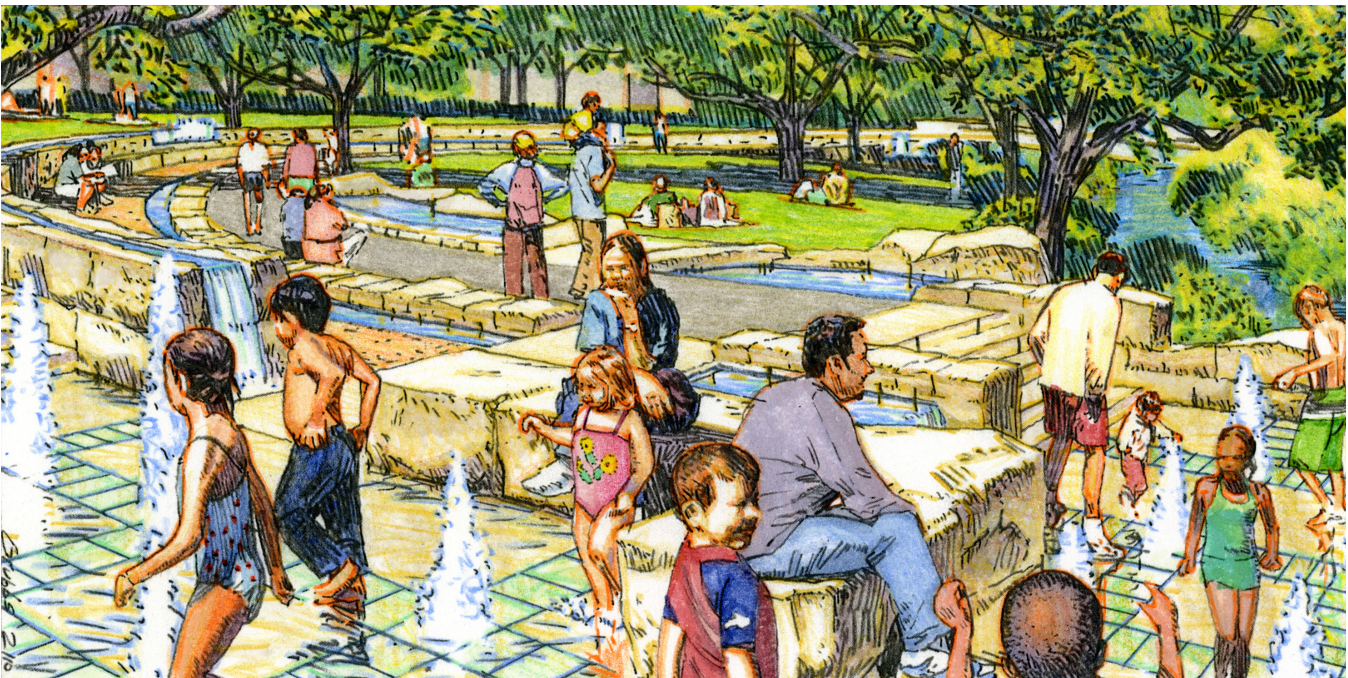
Public art - both permanent and temporary - plays an important role in the public realm. It may be expressed in the form of gateways to special districts and streets, as way-finding elements and signage, as streetscape amenities such as fountains, bike racks, transit shelters, and even as more utilitarian objects, such as manhole covers and tree grates. Public art can have a major role in place-making, helping to strengthen a community's identity, offering a moment of beauty and refuge or one of excitement and provocation.⁴⁹

The following policies are aimed at achieving the community's vision of an interconnected and engaging public realm that is supportive of economic development and that contributes to an inclusive, sustainable and beautiful Downtown.

PR-1. PUBLIC PARKS: *Downtown parks should be improved and maintained as signature spaces that serve residents, employees and visitors.*

A high-quality downtown parks system – combining large signature destinations, smaller spaces serving workers and residents and neighborhood parks – can promote economic growth for Downtown and reinforce Austin as a vibrant, mixed-use community. Recent transformative park projects across the country have relied on major capital investments, design excellence, and a commitment to high standards of operations, maintenance and park programming. Successful downtown projects have ranged from newly-formed transformative parks including Millennium Park in Chicago and Discovery Green in Houston, to the renovation and revitalization of existing parks like Bryant Park in New York City and Patriots Square Park in Phoenix. Today these parks serve a range of users, whose presence bring activity, investment and spending to the surrounding Downtown.

Downtown parks should serve a range of users, creating a sense of community and offering a connection to nature.



As organizers and catalysts of revitalization, signature parks can contribute directly to the community's vision and goals for Downtown: they can enhance livability in ways that are respectful of a city's history and culture, and secure Downtown's economic and competitive position at the center of the region. By prioritizing parks and open spaces within the Downtown Plan, the community has acknowledged that the public realm is and will be both an important amenity for businesses and residents, and a highly visible aspect of the city's identity.

The City's Parks and Recreation Department (PARC) maintains and operates 11 Downtown parks totaling about 82 acres. These include linear parks or greenways (Lady Bird Lake, Shoal Creek and Waller Creek), adjoining parkland (Waterloo, Palm and Duncan parks), and the three urban squares remaining from Edwin Waller's original Town Plan (Republic, Wooldridge and Brush Squares). Austin spends about \$7,000 per acre on operations and maintenance of Downtown parks, which is average for cities of comparable size, but less than cities that are known for outstanding parks. A better target for the public cost of operating and maintaining excellent downtown parks would be \$10,000-\$25,000 per acre per year, based on best practices from other parks systems such as Chicago, San Francisco, Seattle, Minneapolis and Tucson.

The Downtown Parks and Open Space Master Plan⁵⁰ builds on PARC's Long Range Plan, describing a vision for each City-controlled park appropriate to its specific location and function within the open space system. The Master Plan also establishes an implementation strategy with priorities and budgets and recommends a governance, funding and management program. The following policies provide a summary of these recommendations:

Discovery Green in Houston is a place for both grand events and children's play.



Ten Guiding Principles for Downtown Austin's Parks

1. **Meaning and Significance:** *Build on the positive existing patterns of use within and around the open space, and celebrate the distinct history, culture, and identity of the place.*
2. **Attractions and Destinations:** *Create multiple activities and features that can attract a diversity of people, and establish a constituency of stewards.*
3. **Flexibility and Adaptability:** *Allow the space to respond to daily, weekly, and seasonal fluctuations over time.*
4. **Positive Edges/"Frame":** *Promote a form and pattern of development at the edges of the public space that provide positive activity and spatial definition.*
5. **Connections:** *Design streets and pathways as an extension of the public space itself.*
6. **Design Excellence:** *Procure the highest levels of design professionalism capable of creating successful, world-class public spaces.*
7. **Public Art and Artful Design:** *Introduce public art that raises community consciousness and reinforces an authentic sense of place.*
8. **Green Design:** *Promote the highest levels of sustainable design and green construction.*
9. **Strong Management:** *Establish appropriate governance that can facilitate successful programming, maintenance, and security.*
10. **Sustainable Financing:** *Secure adequate levels of funding to assure ongoing high quality maintenance and operations.*



PR-1.1: Provide adequate funding for the maintenance and operation of all City-controlled Downtown parks.

If the negative image of Downtown parks is to be reversed, and if Austin is to make a palpable change in the way open spaces look, are perceived and used, additional funding must be allocated to their upkeep. In addition to the physical benefits it will provide, this is critical for attracting a constituency of stewards that will justify and attract further investment.

- The City should provide an annual PARD Downtown parks operations and maintenance (O&M) budget in the order of \$950,000 (~\$23,000/acre), which would be sufficient to make long-needed repairs and operate the parks at the desired PARD “Level 1” maintenance.

PR-1.2: Program and design parks to serve the diverse needs of Downtown residents, families, workers and visitors.

Although Austin’s downtown parks support a range of recreational and passive activities, they do not promote the kind of activities consistent with Downtown’s evolving role as a dense mixed-use district, with a concentrated population of residents, office workers and visitors. Lady Bird Lake provides excellent opportunities for jogging, walking and recreational biking, but there are few good places in Downtown to sit and watch people or to enjoy a brown-bag lunch. (UT’s Regents Plaza at 6th and Colorado Streets is a notable exception in this regard.)

In spite of a growing resident population, there is virtually no family-oriented park space or playground within walking distance of the numerous condominiums and apartments that have been developed in Downtown. Although there are several parks which accommodate large programmed events (e.g., Waterloo Park), there are few great spaces that are suited to spontaneous gatherings or celebrations. The recent retrofit of Republic Square has provided an ideal space for performances, markets and civic festivities, but the other historic squares are not well-suited for such events: Brush Square is largely covered with buildings and a fenced surface parking lot, and Wooldridge Square has steep topography and inaccessible pathways.

Downtown parks should be part of an interconnected and engaging public realm, serving residents, families, workers and visitors.



Many Downtown parks have been treated as “excess real estate”, expedient places for displaced historic buildings or areas to dispense meals to those in need. As a result, many parks have no regular users that can be their “stewards” or advocates, and there is no pattern of daily activity that has emerged. Many parks have been taken over by the homeless population, who tend to occupy spaces that are unused or uncared for.

- The DAP Downtown Parks and Open Space Master Plan makes recommendations regarding the range of recurring activities that should be supported within each Downtown park, and the kinds of spaces, features and facilities that would be desirable. The vision for each park and its key goals are summarized on p. 125. The City and their parks partners should build on this work to develop specific master plans and programs for Downtown parks that meet the diverse needs of residents, workers, families and visitors.
- The City should also develop a Furnishings Master Plan for Downtown parks to establish a consistent standard and identity and to guide short-term improvements.⁵¹

The Waller Creek District Master Plan calls for environmental restoration, trail improvements and adjacent redevelopment.

PR-1.3: Improve Downtown’s urban greenways and adjoining public parks, as natural refuges and pathways.



Lady Bird Lake, Waller and Shoal Creeks and the adjoining open spaces of Palm, Waterloo and Duncan Parks provide an approximate four-mile long system of greenways, trails and parks that lace through the Downtown, connecting surrounding neighborhoods, UT and other key activity centers with the core. These open spaces offer a unique retreat from urban life and a natural resource in the heart of the city. While Lady Bird Lake has benefited from City investment, volunteerism, and stewardship by The Trail Foundation (TTF) and the Austin Parks Foundation (APF), the full potential of both Waller Creek and Shoal Creek greenways remains unfulfilled.

- The City should finalize and implement the creek and trail improvements proposed in the Waller Creek District Master Plan⁵², including the environmental restoration of the stream channel, the public trail system and the parkland improvements. Improvements for Palm Park and Waterloo Park should be developed in concert with the detailed design of the Waller Creek Greenway, as these two parks are both open space extensions of the creek corridor and should be seamlessly integrated with it.

- The City should establish and implement a long-term vision for the Shoal Creek Greenway, in conjunction with a program of flood-control improvements and a high-quality trail system. A Master Plan should be developed that builds on previous plans and incorporates improvements for Duncan Park and House Park as integral extensions of the creek corridor.

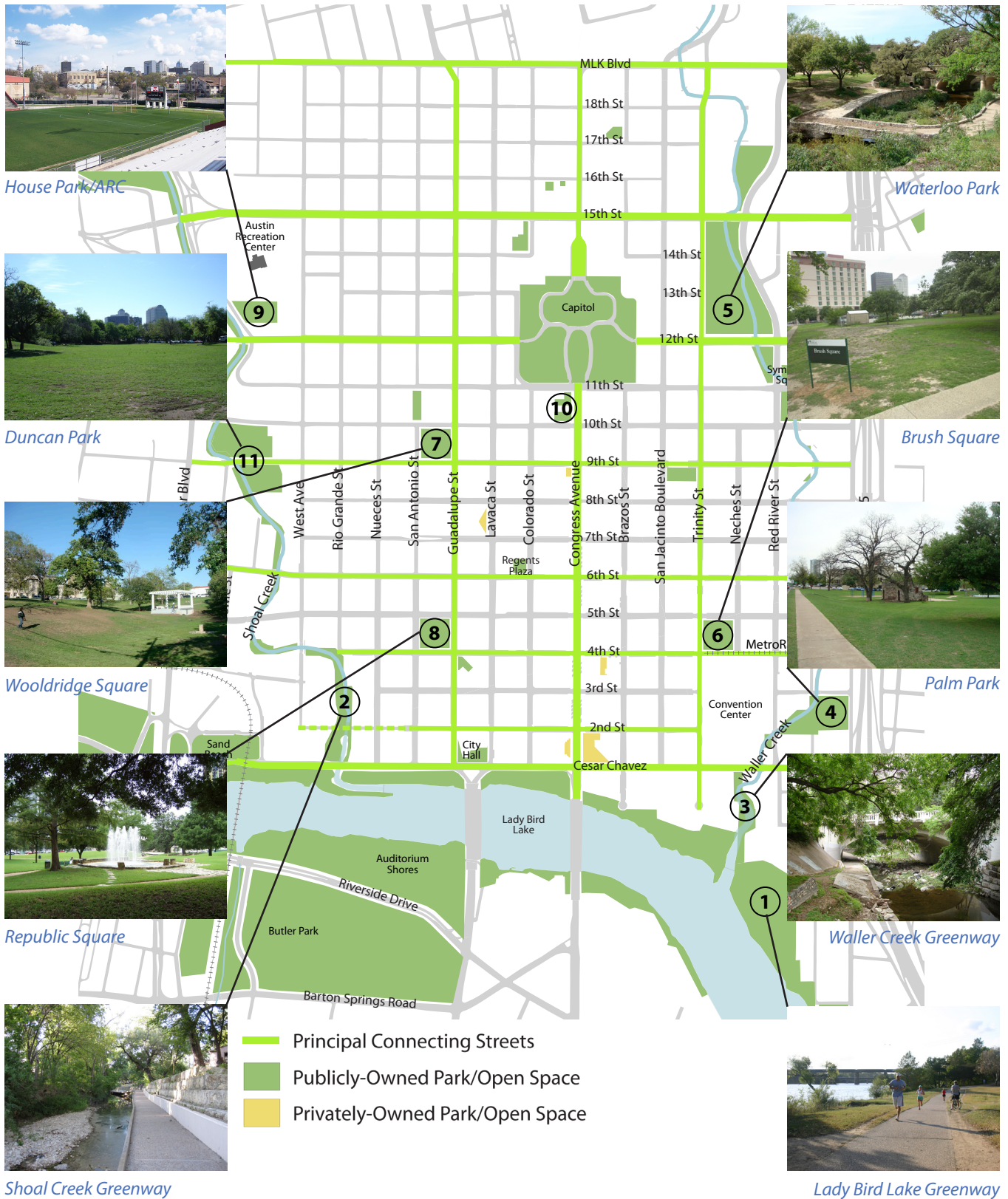
PR-1.4: Improve the historic squares of the original City Plan.

Edwin Waller's intention for the four squares of the original City Plan was to provide a balanced system of open space for community gathering and enjoyment, and to create focal points for civic life - a function which is again strongly desired and needed. Recent improvements to Republic Square, the site of the weekly farmers market and frequent civic events, have made significant strides in fulfilling this original intent.

- Brush Square should be improved as a cultural, visitor-oriented park, consistent with its location adjacent to the Convention Center and with the three already established museums on the site.) It should also provide a landscaped refuge from city life for the daily use of nearby residents and employees. The City should work with the Austin Fire Department (AFD) to find a new location for its downtown facility, so that the full potential of the open space can be realized.

The Waller Creek Trail will link Lady Bird Lake with the UT campus.





Parks and Open Space System with Connecting Streets

PARK IMPROVEMENT GOALS

1 LADY BIRD LAKE GREENWAY

- Introduce additional activities to attract greater diversity of users.
- Program and improve underutilized parkland along trail.
- Manage understory vegetation along lake to improve views and access to water.
- Continue to make trail improvements to accommodate growing bike and pedestrian use.
- Implement trail signage system.

2 SHOAL CREEK GREENWAY

- Improve trail width and continuity.
- Introduce regular professional maintenance and security programs.
- Begin evaluating need for flood control, erosion control and water quality improvements.
- Implement regulations that require private development to contribute to the creek environment.

3 WALLER CREEK GREENWAY

- Enhance creek's ecological, hydrological and open space value.
- Improve pedestrian and bicycle linkage to, across and along creek corridor.
- Promote activity and investment along creek in surrounding areas.

4 PALM PARK

- Revitalize as the premier, family-oriented park, with recreational, educational and cultural opportunities oriented to children.
- Create stronger connections with Waller Creek corridor and Convention Center-owned tract across the creek.
- Facilitate multiple uses of main open space / lawn.

5 WATERLOO PARK

- Reinvigorate as Downtown's premier city-wide events park.
- Encourage use and stewardship by surrounding State and Hospital employees and visitors, as well as by UT students and faculty.
- Create setting that respects and complements the natural open space amenity of Waller Creek.

6 BRUSH SQUARE

- Create visitor-oriented park with a cultural emphasis that also supports daily use by nearby residents and employees.
- Maintain and enhance as a landscaped refuge.
- Ensure that park can support variety of types and sizes of events and gatherings.

7 WOOLDRIDGE SQUARE

- Preserve historic and landscape character.
- Improve accessibility, usability and safety.
- Promote redevelopment and active uses of surrounding area.

8 REPUBLIC SQUARE

- Ensure that current design to "reset" the park is fully funded and executed.
- Create new focal point around sustainable food concession(s) and dining.
- Promote redevelopment and active uses around square.

9 HOUSE PARK/AUSTIN RECREATION CENTER (ARC)

- Improve streetscapes and connection to Shoal Creek trail.
- Better organize vehicular, bicycle and pedestrian circulation.
- Create more green space and shade.

10 OLD BAKERY BUILDING & PARK

- Improve area for outdoor dining, in concert with Congress Avenue WOW Initiative.
- Establish destination-type café use within the building that has extended opening hours, including weekends.

11 DUNCAN PARK

- Improve tree health and vegetation throughout, reinforcing the natural creekside environment.
- Create new amenities to increase daily use value by nearby residents and employees.
- Contain BMX park activity so doesn't interfere with sidewalk use.

- Wooldridge Square should be carefully designed to preserve its historic character as a civic space, while improving drainage, accessibility and the ability to support programmed events as well as informal gatherings. The existing topography, tree canopy and bandstand structure should be maintained as key features of the park. In the near-term, efforts should be made to establish a stronger pattern of daily use with activities that serve the significant employee population in the area. Mobile food carts, semi-permanent kiosks, curbside food vans, and moveable chairs and tables are recommended in the northwest corner of the square where there is relatively flat terrain.
- The fourth square in Edwin Waller's 1839 City Plan was located in the northeast quadrant (between 9th and 10th, and Trinity and Neches streets) but was never developed as an open space. It was the site of the original Austin High School and was sold in the 1960s to the First Baptist Church, whose main sanctuary occupies the site. The Parks and Open Space Master Plan identifies the need for additional open space in this northeast quadrant of the Downtown to provide for a more even distribution of public open space. In the long-term, it would be ideal to reclaim this historic block to realize the 1839 Waller Plan, but the church has expressed no interest in selling their property or in relocating.
- As redevelopment of State and Federal properties in this area proceeds, the City should pursue opportunities for land swaps with the Church in an effort to reclaim the fourth Downtown square. Failing this, or in advance of it, other open space opportunities should be pursued in the Northeast quadrant of the Downtown, for example on land that may be surplussed by the federal government. In the interim, the City should partner with the General Services Administration to improve the existing plaza within the Federal Building Complex so it can better accommodate both daily use as well as special events.

The renovation of Republic Square has provided a venue for performances, markets, and small civic festivities.



PR-1.5: Improve the PARD-owned Old Bakery and Emporium and surrounding parkland on Congress Avenue.

- The City should enhance this small open space, located on the 1000 block of Congress Avenue, to provide a link between the Capitol Complex and Downtown. Consideration should be given to the introduction of a commercial café concession in the Old Bakery building, with extended and weekend hours to activate this key blockface and to complement the current senior arts and craft retail venue.
- The City should coordinate with the State, which owns adjacent underutilized parkland, to create a vibrant visitor destination that links the Capitol Complex to Downtown along “the main street of Texas”.

PR-1.6: Pursue public/private funding sources and management structures for improving and maintaining Downtown parks.

To create and maintain high quality parks, substantial one-time capital funding and ongoing operations and maintenance funding is required. Public sources often account for the majority of a park system’s capital funding. The City, through PARD, should continue to provide governance and overall policy direction for downtown parks.

- On-site earned income, such as concession and event revenues and corporate and private sponsorships, can become more substantial funding streams after parks become known as great places, with high-quality design and amenities. To facilitate the growth and capture of new funding, PARD should be enabled and encouraged to pursue longer and more robust concession agreements, as well as philanthropic and corporate and private sponsorships, including naming rights of park assets. The City should also enable PARD to keep all concession and sponsorship revenue for use in maintaining and improving the downtown parks system.

PR-1.7: Special entities, such as non-profit conservancies, should be encouraged to assist with park improvements, operations, management and maintenance.

Because Downtown parks require an even higher level of investment and management oversight than the rest of the park system, they rarely depend on public funding alone. Many municipal parks agencies – including Austin’s PARD today – work with special purpose entities to produce supplemental funding and management capacity. Entities such as development corporations, Business Improvement Districts (BIDs) and conservancies each have access to financial



The PARD-owned Old Bakery should become a vital part of the Congress Avenue experience.

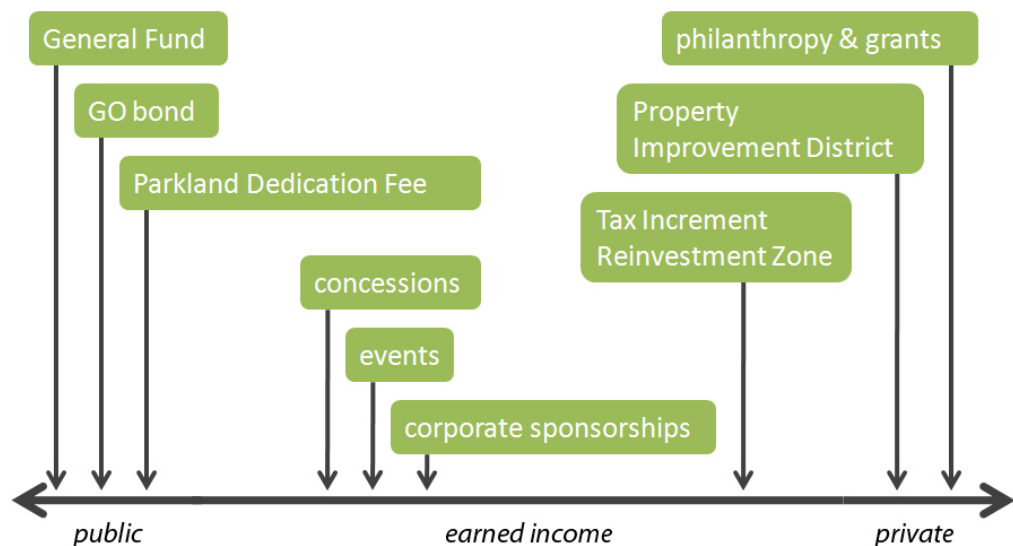
resources that are not as readily available to municipal parks departments, and these entities can execute capital projects and manage and program open spaces in ways that complement the resources of government agencies.

- PARD should partner with one or more special purpose entities to execute park revitalizations, and potentially also to manage and/or program downtown parks. The nature of this entity (e.g., public-private development corporation, private BID organization, or non-profit conservancy or friends group) and its role and relationship to PARD should be further determined in reference to priority projects and the range of available funding sources.

PR-1.8: Allocate additional sources of public funding to Downtown parks.

- The City should evaluate a range of existing funding sources for Downtown parks, including a General Fund increase, a set-aside for Downtown parks, adjustments to event and concession policies that allow revenues to be retained for use in Downtown parks and increased solicitation of corporate and private sponsorships and donations. In addition, the City should evaluate new public funding sources, including:
 - Extension of the parkland dedication fee to commercial properties within the Downtown, which will benefit from enhanced parks.
 - Establishment of a citywide park user fee integrated with City of Austin utility bills, similar to those already in place for drainage and transportation to be used for parks operation, maintenance and capital improvements city-wide, with an appropriate percentage dedicated to the Downtown parks system.

There is a wide spectrum of public and private sector funding sources for parks and open spaces.



PR-2. OPEN SPACE: *New development should be encouraged to create engaging open spaces (e.g., plazas, gardens, courtyards, etc.) that expand and enrich the public network of streets and parks.*

In addition to its 11 public parks, Downtown also includes 17 publicly-accessible open spaces (about eight acres), both on public and privately-owned land. These include plazas and courtyards on public land like the City Hall Plaza, Regents Plaza, Symphony Square and the Pickle Building Plaza, and others on privately-owned land, such as the sunken courtyard at One Congress Plaza. These spaces typically provide a more intimately-scaled experience and a welcome break in the dense fabric of urban development. This type of publicly-accessible open space should be encouraged, but carefully regulated, in terms of design and operations, by the City to ensure that they contribute to a positive urban experience and to Downtown's public realm. If not well designed and maintained, these open spaces can become a liability, with areas of inactivity that promote negative social behavior.

PR-2.1: Provide incentives and design criteria that promote high-quality open space within private developments.

Special incentives including density bonuses and/or Floor Area Ratio exemptions should be offered to developments which provide publicly-accessible open space in compliance with established design criteria. The proposed Downtown Density Bonus Program includes publicly-accessible open space as one means of achieving additional density.⁵³ Downtown District plans are also a vehicle for achieving specific open space goals in particular areas. For instance, the Waller Creek District Master Plan provides specific FAR exemptions for the creation of publicly-accessible open spaces between the creek and Red River Street, south of Cesar Chavez Street.

- The City should allow the Code requirement for open space within private multi-family developments to be fulfilled with publicly-accessible open space.
- Specific design criteria for publicly-accessible open space should be finalized as part of the City's ordinance amendment process that will follow adoption of the DAP. The following characteristics and elements should be included:
 - Accessible and visible from a public sidewalk;
 - Usable throughout daylight hours;
 - Public seating and furnishings;
 - Adjacent ground-level activities;
 - A minimum size with minimum dimension(s);
 - Planted areas;
 - Shade; and
 - A significant portion of the area open to the sky.

Regents Plaza provides an attractive setting for brown-bag lunches and performances.

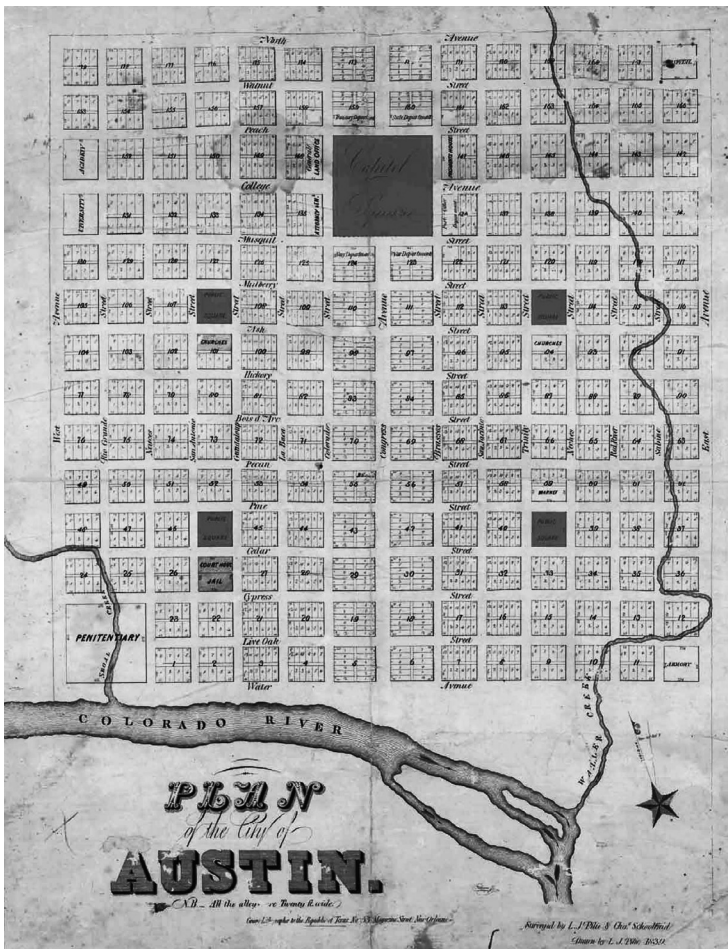


PR-3. STREETSCAPES: *All Downtown streets should be great public places, supporting pedestrian circulation and activities, and bringing nature and greenery into the urban core.*

Waller's street pattern laid out in the 1839 City Plan contributes significantly to the form and character of Downtown Austin. The orthogonal grid of streets allow for walkable blocks (measuring 276 feet in each direction), with alleys that contribute to the fine-grained urban fabric. Most rights-of-way, with the exception of the wide ceremonial axes of Congress Avenue and 12th Street (originally College Avenue), were laid out to be 80 feet in width. This grid of streets is an essential element of the public open space system, making up over 35% (374 acres) of the land area of Downtown, providing easy connections between districts, parks, activity centers and cultural and entertainment destinations.

The grid remains largely intact after 170 years. Some interruptions have been made to accommodate public facilities, including the six-block Austin Convention Center, several of the State's office developments within the Capitol Complex and the Federal Complex in the northeast quadrant of Downtown. As Downtown continues to evolve into a vibrant mixed-use district with an emphasis on pedestrian circulation, there is a need to ensure that new developments do not create further interruptions in the grid.

After 170 years, the original grid of city streets remains largely intact.

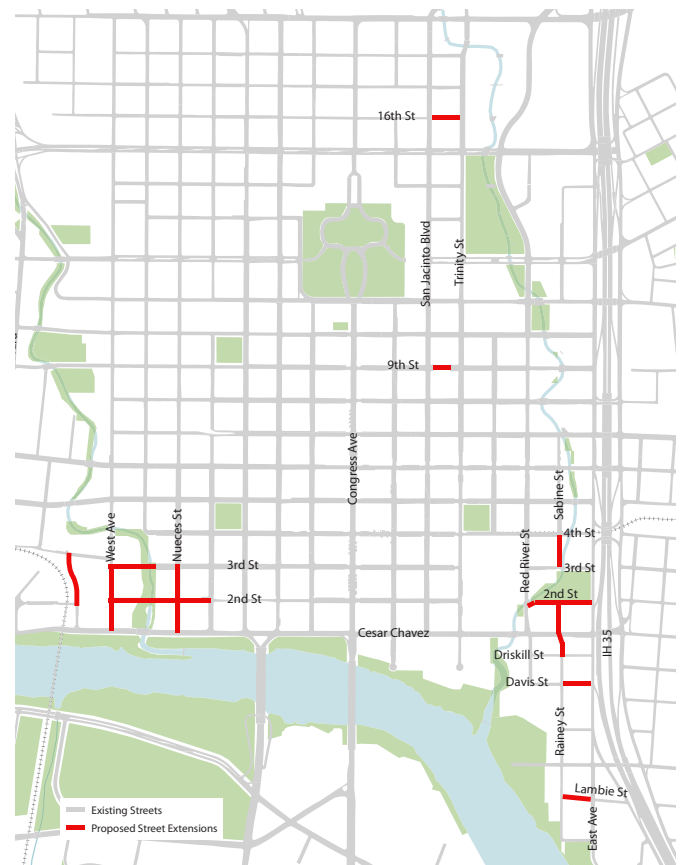


The Downtown Great Streets Master Plan⁵⁴ was finalized in 2000 to guide public and private streetscape investment and to create a more comfortable and engaging pedestrian environment. The Master Plan, among other things, establishes streetscape design standards and dimensional criteria, furnishings and tree species for each street. The Plan is being implemented consistently today by both the public and private sectors.

The DAP Downtown Transportation Framework Plan⁵⁵ builds on the Great Streets Master Plan, further developing the system of “priority streets by mode”, and developing more detailed streetscape cross sections of all of the different street types and variations.⁵⁶ In adopting the DAP, the Great Streets Master Plan design standards and furnishings should be incorporated into the Framework Plan.

PR-3.1: Maintain, extend and restore Downtown's grid system of streets and alleys.

- The City should not allow full or partial street closures for new Downtown developments. Where a street closure to vehicular traffic is considered essential, generous access for pedestrians and bicycles should be maintained within the right-of-way. Redevelopment of blocks where streets have been interrupted should re-establish the grid. Potential sites where the street grid could be re-extended in the future include:
 - The Federal Building Complex, which could provide for the extension of East 9th Street between San Jacinto and Trinity streets;
 - The redevelopment of State parking garages along San Jacinto and Trinity streets, which would allow for the extension of East 16th Street; and
 - The redevelopment of both the Seaholm Power and the Green Water Treatment plant sites, which will allow West Avenue, Nueces, West 2nd and West 3rd streets to be extended.
- Within the Waller Creek District, various restorations and/or extensions of public right-of-ways are recommended:
 - East 2nd Street from Red River to IH 35; and
 - Sabine Street, between 3rd and 4th and between 2nd and Cesar Chavez Street.
- In the case of the Rainey Street District, the City and developers should plan for certain streets to penetrate through existing, long blocks to create better connectivity for all modes of transportation. The following are such recommended extensions:
 - Rainey Street, between Driskill and Cesar Chavez streets;
 - Davis Street between Rainey Street and the IH 35 frontage road; and
 - Lambie Street between East Avenue and Rainey Street.



Proposed Future Street Extensions

- The City should not permit the closure of alleys, as they provide an important service function. Vacation of alleys should only be allowed if equivalent off-street service facilities are provided, and where such a vacation does not result in a need for on-street servicing/loading. (See TP-1.3.)
- The City should not permit sky-bridges or other encroachments such as parking garages or habitable space to project into the public right-of-way.

PR-3.2: Require all new development to build Great Streets sidewalks or contribute to the Great Streets Development Program fund.

The City's Great Streets Development Program encourages private developers to construct public sidewalk improvements by the City reimbursing a portion of their cost from the Downtown parking meter revenue fund. The resulting construction has been inconsistent, as participating developments are not necessarily located adjacent to one another or located in areas of high-pedestrian priority. Some developers have opted not to construct Great Streets sidewalks at all. Public sector implementation of Great Streets has had a more significant impact, as in the case of the 2nd Street District, where six blocks of street frontages, or 24 blockfaces, have been improved and where sidewalks occupy up to 50% of the right-of-way, allowing for café zones and continuous tree canopies.

- The City should require new development to construct Great Streets sidewalks, since the value of these improvements provides a direct economic benefit to the property and to the surrounding area. For properties where it is not practical to construct Great Streets, (e.g., because of phasing issues or size of parcel), the City should collect an in-lieu fee, the proceeds of which should be directed to the Great Streets Development Program fund.

Downtown developments should contribute to the implementation of Great Streets improvements.



PR-3.3: Streamline the license agreement process for Great Streets improvements.

The City should take measures to improve and streamline the license agreement process, as the complexity of the application process acts as a disincentive for private developers to construct Great Streets.

- To this end, the City should require developers to submit fully-developed streetscape plans demonstrating their compliance with the Great Streets Program and the DAP Transportation Framework Plan at the time of the site development permit application. A complete set of coordinated development plans (site plan, streetscape/right-of-way plan and building plans, elevations, etc.) is needed at this stage, so that City staff can understand and evaluate the submittal as a coordinated whole. (This process improvement will help in reducing the time needed for license agreement approvals necessary for construction in the public right-of-way, as well as reduce the need for multiple site plan corrections.)

PR-3.4: Ensure that planned transit facilities, including urban rail, incorporate Great Streets improvements.

- As existing transit facilities are improved or new ones introduced, the City should budget, design and construct streetscape improvements, consistent with the Great Streets Program and the DAP Transportation Framework Plan.

The City should streamline the license agreement process to promote sidewalk cafes and concessions.





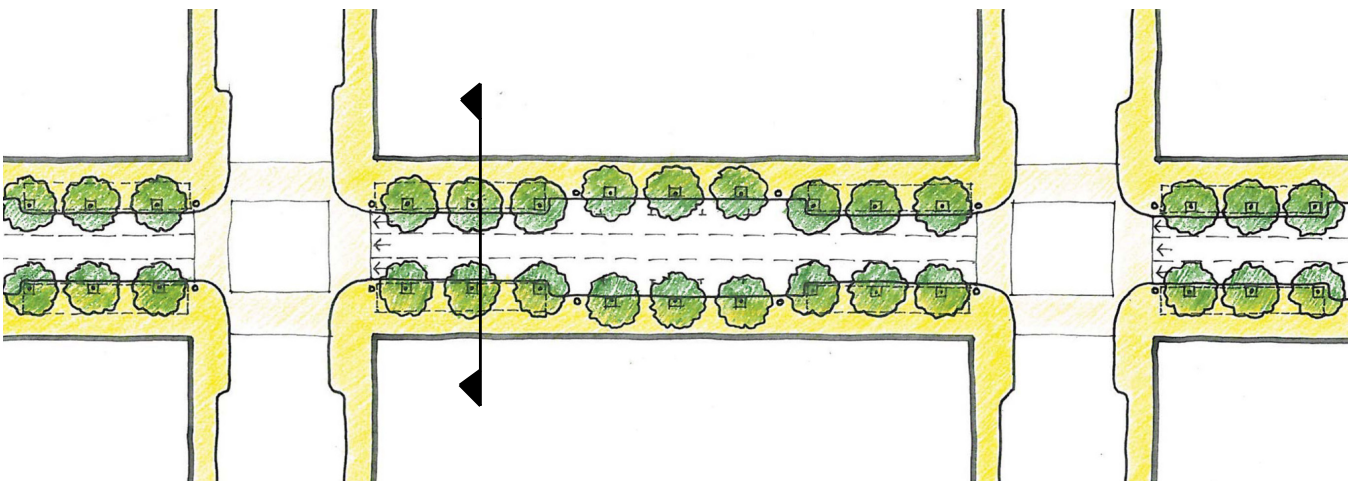
Transit facilities should be designed as high quality streetscapes. (Portland Transit Mall)

- As urban rail is introduced into the Downtown, and as Capital Metro plans “rapid transit” bus along the Lavaca/Guadalupe corridors, corresponding streetscape improvements need to be designed and constructed. Streetscape and pedestrian design should be incorporated as an integral part of these important transit projects to ensure that the new mode is carefully integrated into the fabric of Downtown.

PR-3.5: Improve East 6th Street as a mixed-use, pedestrian-priority, entertainment street that appeals to a greater diversity of people.

East 6th Street is Austin’s signature entertainment district, and is also Texas’ most extensive and intact district of Victorian mercantile buildings. While it is known throughout the country and the world, the experience of being on 6th Street does not live up to this reputation. The sidewalks are in deteriorating condition, and their narrow width makes it impossible to accommodate the high volume of pedestrians that descend on the area each weekend and during SXSW. As a result, the street must be closed to traffic, negatively impacting local businesses, encouraging unruly behavior and inhibiting the goal of creating a more diverse day and nighttime experience.

- The City should give the highest priority to the improvement of the street. Public investment in the pedestrian environment and a more focused effort on business recruitment, management of street and the maintenance and improvement of façades are essential to promoting 6th Street as a viable visitor destination.
- As part of the DAP process, *Sixth Street Austin* (managers of the East 6th Street public improvement district) developed a design concept for the street, calling for:



East 6th Street Conceptual Street Plan and Cross Section

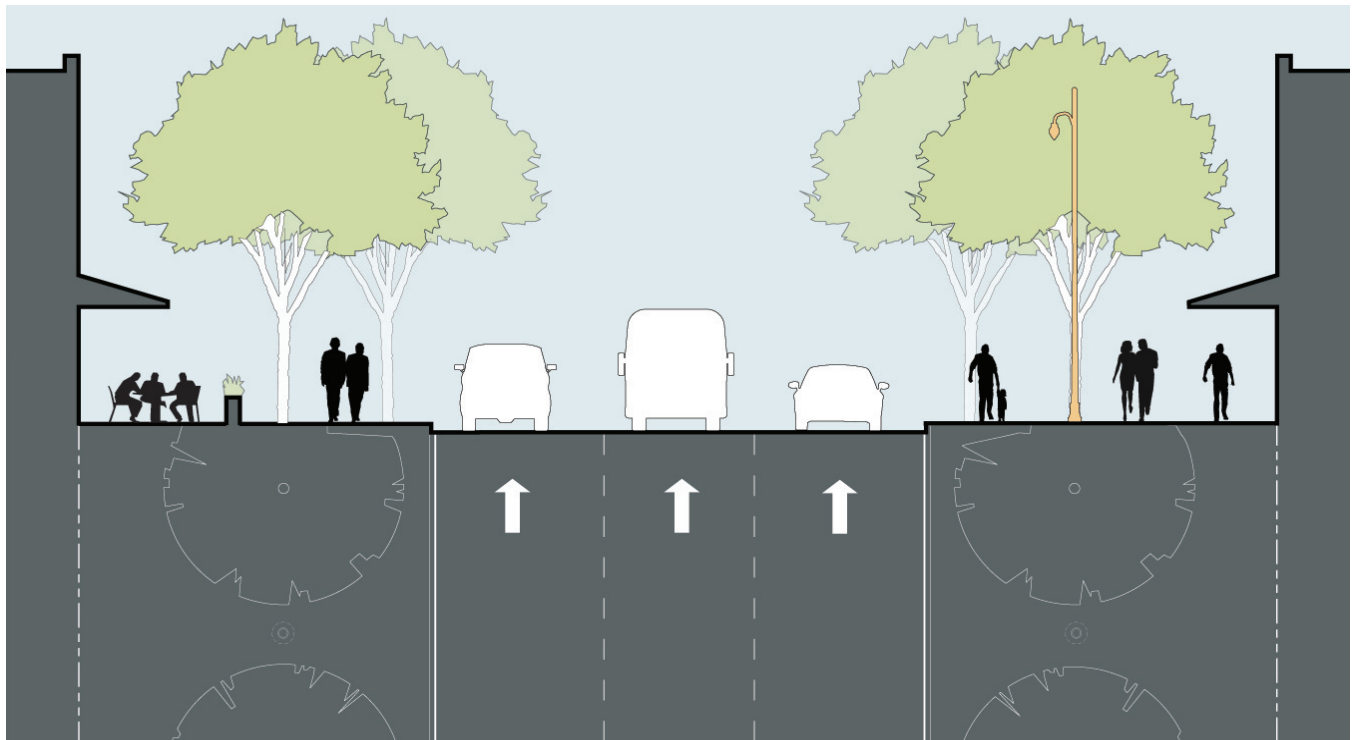
- the widening of sidewalks to allow for permanent cafe zones and a generous promenade and landscape zone;
- the maintenance of three vehicular lanes which could be managed in off-peak periods to provide for drop-off, loading and valet parking; and
- pull-out areas for loading, drop-off and district valet service at mid-block.

PR-3.6: Improve Congress Avenue in keeping with its role as the Main Street of Texas.

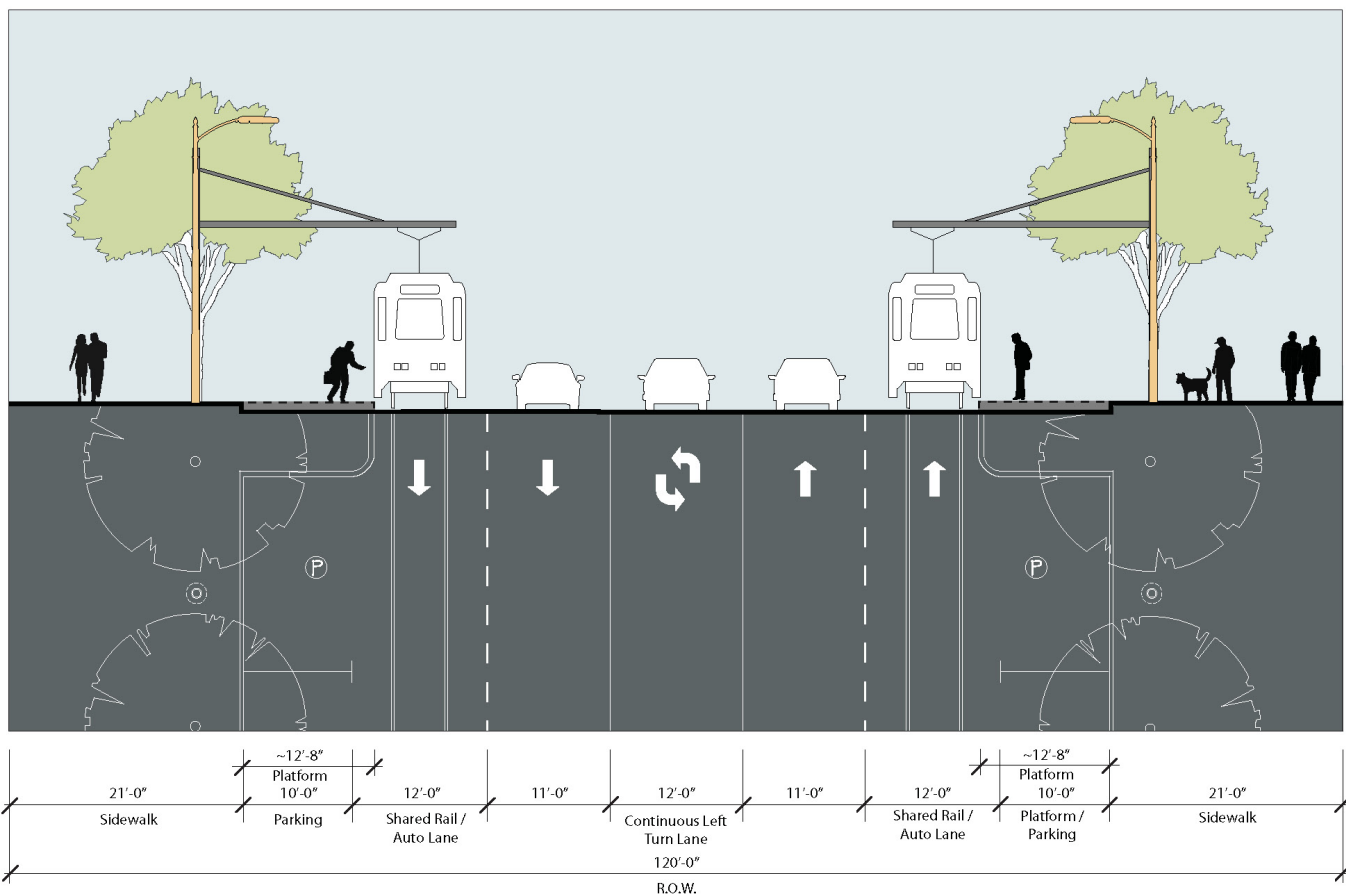
Congress Avenue is Austin's and Texas' main ceremonial street, providing a grand boulevard between the Capitol and Lady Bird Lake. However, like East 6th Street, it is in a condition that no longer meets expectations or potentials. Uneven sidewalks with multiple paving materials, diagonally-parked cars which constrict the sidewalks and block views, and congested bus stops with few amenities contribute to a deteriorating environment. However, the community has indicated strong support for urban rail on Congress Avenue, restoring its historic role as the confluence of a larger passenger rail system. Such a project would create the opportunity to revitalize the street.



East 6th Street is Austin's most extensive district of Victorian mercantile buildings.



- The City, using the Congress Avenue Charrette report as the visionary starting point, should develop a master plan to define:
 - the long-term physical improvements to the right-of-way that support the location of urban rail on the street;
 - storefront/facade and signage design guidelines for private properties fronting the Avenue;
 - a maintenance plan for the physical improvements in the ROW;
 - a master license agreement that would allow individual property owners to make “pre-approved” improvements along their frontages within the public ROW; and
 - a master management structure that has a variety of responsibilities that can augment the City’s efforts in improving and monitoring the street.
- The City should leverage future investments in rail along Congress Avenue to provide for other enhancements, consistent with the community vision expressed in “Envisioning the Avenue - A Strategic Report”.⁵⁷



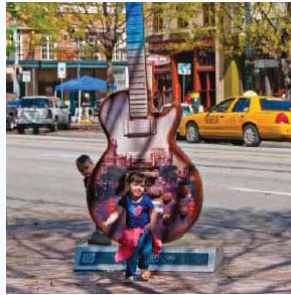
Proposed Cross-Section through Congress Avenue with Shared, Side-Running Rail and Parallel Parking

ENVISIONING THE AVENUE....Six Elements for Success.

In April 2010, the Downtown Austin Alliance conducted a day-long, community-wide charrette to explore ways of enhancing Congress Avenue, block by block, to fulfill the Avenue's potential as the "Main Street of Texas". Charrette participants consistently identified the following six elements as being the most important to achieving greatness:



1. Outdoor Dining



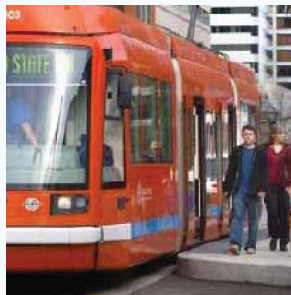
2. Art, Culture & Theater



3. Shopping



4. History & Architecture



5. Streetcar/Urban Rail



6. Pedestrian Experience



PR-3.7: Improve Sabine Street, from 3rd to 7th Street as a bicycle-friendly, pedestrian promenade, paralleling Waller Creek.

- The City should give high priority to the improvement of Sabine Street as an urban promenade, as called for in the Waller Creek District Master Plan.⁵⁸ This segment of the street provides a key link along the Waller Creek corridor, where the creek environment is too narrow to accommodate a creekside path.
- The Sabine Street promenade will connect the creekside hike-and-bike pathways south of 3rd Street with those north of 7th Street. The street, with one lane in each direction, will also help to provide calm, local access to several properties and businesses, and provide more direct access to Palm Park from the north.
- Broad sidewalks should be included to provide generous space for cafes and kiosks that can activate the street. Special provision should be given to bicycle circulation either within the carriageway of the street, or in a dedicated path. Pedestrian connections to creekside overlooks, bridges and cafes should be provided along the mid-block alleys.

Sabine Street is envisioned as a vibrant promenade along Waller Creek, connecting 3rd and 7th streets (below and opposite).



PR-3.8: Establish a public restroom program in Downtown.

- The City should undertake a master planning process to establish locations and types for Downtown public restrooms. Currently there are no public restrooms in Downtown Austin, apart from those that are situated in public buildings, like City Hall and the Central Library. This is a need that stakeholders throughout Downtown have identified as a high priority. The Master Plan should explore and evaluate a variety of options including: lease purchase of automatic pay toilets, construction of stand-alone facilities, integration of restrooms within parking garages, agreements with private property owners, etc.



The City should undertake a master planning process to provide for Downtown public restrooms.





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City Center / Beaverton TC

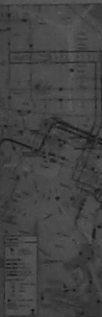


Pioneer
Square

West

TRI-MET

What Line
Should I Take?
5.1.1 Westbound Stop from
Pioneer Square



HOME SOURCE

MOVING?

GO TO

USAHOMES.ORG

Downtown Urban Rail, Portland Oregon

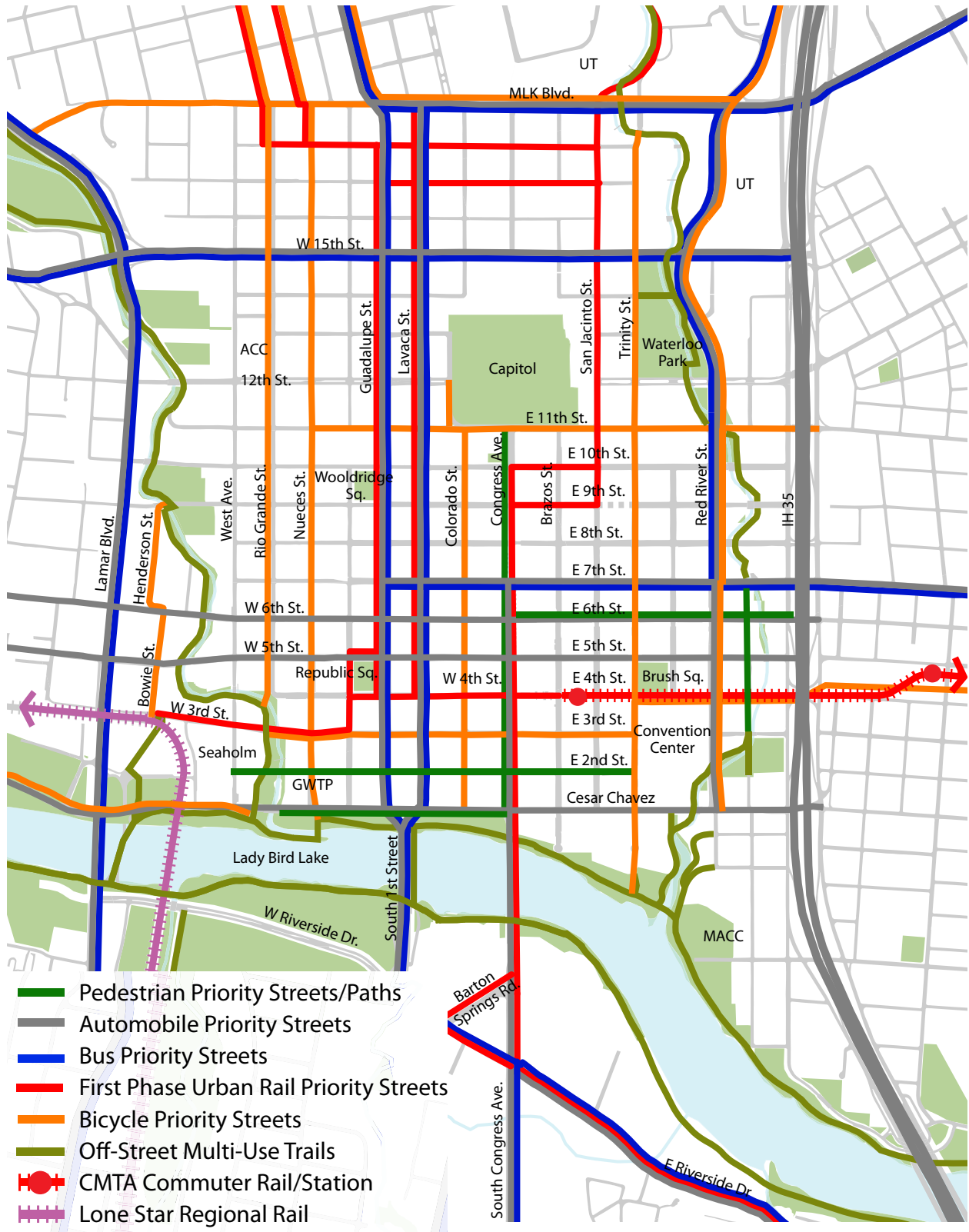
TRANSPORTATION AND PARKING

Overall Goal: Develop a multi-modal transportation system that improves access to and mobility within Downtown.

Downtown can no longer depend on automobile access to sustain growth and provide mobility. There are few reasonable and sustainable ways of increasing vehicular capacity on freeways and arterials leading to and within the core. As Downtown real estate becomes more scarce, providing excessive amounts of parking for each individual project increases costs, reduces development potential and creates unattractive urban streetscapes. A key goal of the Downtown Austin Plan is to improve access to, and mobility within, the Downtown core, creating a more balanced multi-modal transportation system that supports growth and intensification, while fostering a high-quality, pedestrian environment.

TP-1. STREETS: Downtown streets should be re-balanced to provide more equitable accommodation of all modes, including pedestrian, bicycle, transit and vehicular circulation.

The grid of Downtown streets provides an excellent framework for a multi-modal transportation system, with particular streets prioritized for designated mobility functions. As part of the DAP, a Transportation Framework Plan has been established to guide transportation planning in Downtown.⁵⁹ The Plan calls for all streets to be improved as multi-modal corridors with enhanced pedestrian facilities, but also establishes a classification system defining priority roles for each street (e.g., pedestrian, bicycle, transit and vehicular), with corresponding cross-sections defined for most streets. The Transportation Framework Plan should be utilized as the basis for design and operation of Downtown streets, and should continue to be updated as specific projects are funded for design and engineering, and as further community input is considered.



Transportation Framework Plan

TP-1.1: Improve pedestrian facilities in all streets and implement the Great Streets Master Plan.

All Downtown streets should provide safe and accessible pedestrian circulation. All streets should have continuous and accessible sidewalks on both sides of the street.

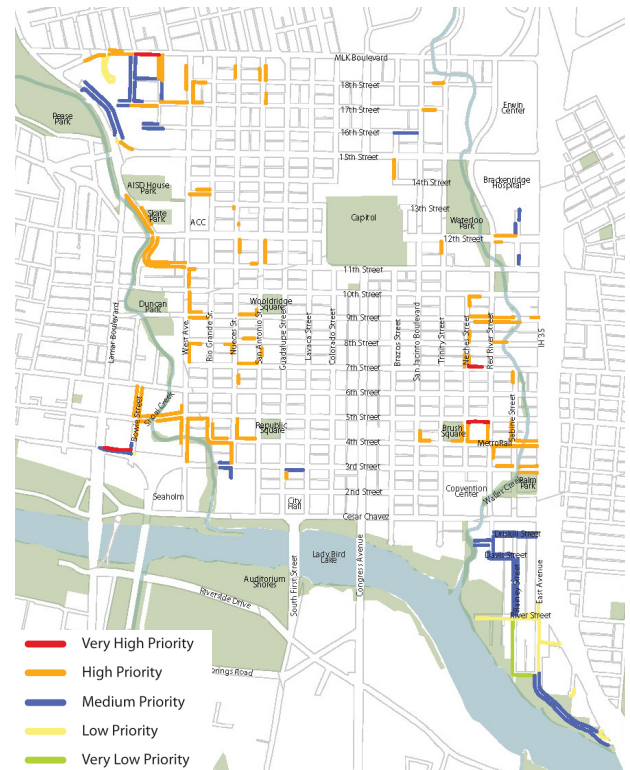
- The City should complete the Downtown sidewalk system to provide full continuity and accessibility along all streets. The map on the right illustrates areas with either no or inadequate sidewalks. Highest priority should be given to the Rainey Street District, which has both narrow streets and few sidewalks and which has recently emerged as a popular entertainment destination.

TP-1.2: Convert certain Downtown streets to two-way operation.

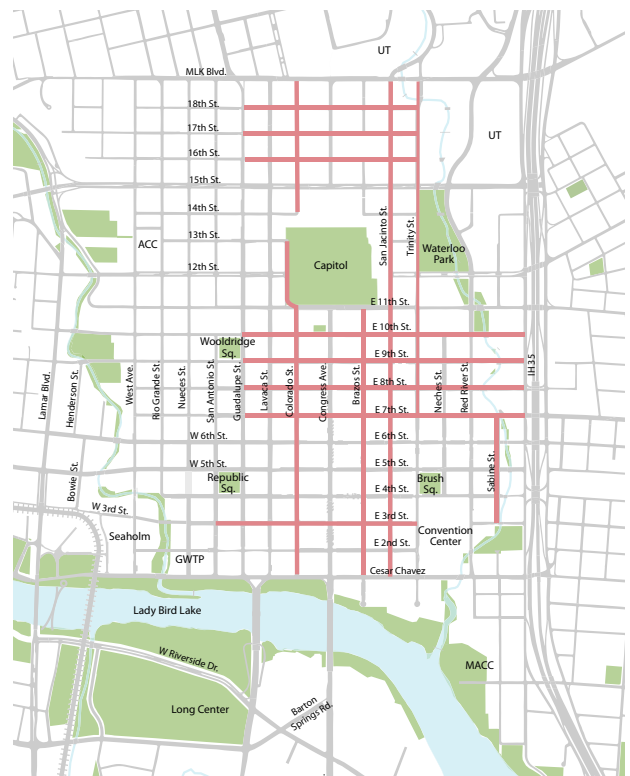
Virtually every planning study over the past 20 years has called for the conversion of many of Downtown's one-way streets to two-way operation, in order to provide more understandable and convenient circulation patterns, calmer traffic flows and enhanced retail frontages.

The existing system of one-way streets creates confusion. East 7th Street, a principal gateway into Downtown from the airport, requires a disorienting one-block shift to the one-way system, and many trips within Downtown require circuitous routes to reach desired destinations. Wide one-way streets encourage faster-moving traffic that undermines the pedestrian environment and the potential for active, pedestrian uses along the frontage.

- The City should pursue the phased conversion of several Downtown streets (map to right) from one-way to two-way operation. These include 3rd, 4th, 7th, 8th, 9th and 10th in the east-west direction, and Colorado, Brazos, San Jacinto, Trinity and Neches streets in the north-south direction.
- The north-south Lavaca/Guadalupe corridor and the east-west 5th/6th corridor should be retained as one-way couplets to handle the high volumes of traffic. (However, all streets in Downtown should be designed to allow for two-way conversion in the future, such as providing traffic signal pole infrastructure with all new street upgrades.) Certain



Downtown Missing Sidewalks
(City of Austin Sidewalk Plan 2006)



Proposed Two-Way Street Conversion

other street segments may also need to be retained in one-way operation in consideration of the adjacent land use or the condition of the street. These include: the segment of Trinity Street between Cesar Chavez and East 7th streets to provide bus access and drop-off to the Convention Center; the constrained segments of 7th Street between San Antonio and Guadalupe streets, and San Antonio between 7th and 8th streets; and 10th Street between Nueces and Guadalupe streets to provide continued access to the sally port of the County Jail.

TP-1.3: Maintain alleys as the principal means of loading, servicing and parking access.

Downtown is fortunate to have a comprehensive system of mid-block alleys that provide rear service access to most properties. These alleys relieve pressure on the streets, allowing them to function for pedestrian, bicycle and vehicular circulation. However, alleys are often congested with dumpsters, power poles and even above-grade grease traps that prevent them from functioning properly. The following policies are aimed at preserving and enhancing alleys, and improving their efficiency as both service corridors and for access and egress to parking within a development:

- Vacation or abandonment of alleys should be avoided, and occur only in special circumstances where equivalent off-street service facilities are provided (e.g., within a full-block development), and where such vacation does not result in a need for on-street servicing/loading.
- All development abutting an alley should be required to use alleys for loading, servicing and trash collection.

Native vegetation and swales that intercept and treat urban run-off could replace the concrete banks along IH 35.



- The City should work with Downtown property owners to eliminate dumpsters and above-grade grease traps from alleys. In older areas, such as 6th Street and Congress Avenue, more efficient systems for trash collection, recycling and composting, should be established.
- When at all possible, primary or secondary access and egress to and from on-site parking should be taken from the alley. This will be more possible once alleys become less cluttered with dumpsters and other obstacles.
- The City should continue operating the Downtown Refuse Collection District, which effectively manages refuse in the bar and restaurant intensive central core of Downtown.

TP-1.4: Reduce or remove the barrier of the IH 35 edge.

The completion of IH 35 in the 1960s created a significant social and physical divide through the entire city, isolating East Austin from Downtown and the more affluent neighborhoods to the west. The freeway is now over 50 years old and is one of the most congested and dangerous sections of the Interstate Highway system.

- As part of any future upgrade, the City should work with TxDOT to develop a long-term improvement plan that puts the through-traffic of the freeway below street level, so that the street network of Downtown can pass over it in an unobstructed manner, and so that the negative visual and environmental effects of the facility are reduced (see image below).

Ultimately, the freeway could be depressed below grade with new bridges reconnecting Downtown with East Austin.



- In the meantime, the City should make efforts to enhance pedestrian and bicycle access and safety beneath the existing freeway viaduct, to beautify the environment with landscaping and public art (as demonstrated by the recent “Makeover” project between 6th and 8th streets), and to make the frontage roads more attractive and pedestrian-friendly. (See image on p. 144.)
- The Downtown segment of the IH 35 corridor could be greatly enhanced, both visually and environmentally, with the removal of its concrete slopes and reconfiguration of frontage road edges to allow for the capture and filtration of stormwater runoff from both the freeway and the frontage roads. This runoff is destined for Waller Creek, and is the source of pollutants that undermine attempts to restore the creek. Native vegetation and swales that intercept and treat urban run-off should be introduced along the corridor. Bio-swales, vegetated filter strips, rain gardens, etc., will generate “ecosystem services”, reduce the urban heat island effect and create a more humane environment. (See image on p. 144.)

TP-1.5: Establish a comprehensive way-finding system for all modes of transportation.

Downtown lacks a way-finding system that guides visitors and residents to important destinations, attractions and landmarks, or to public services and public parking facilities.

“Real-time” electronic signage should be developed for public parking and way-finding.



- The City should develop a unified way-finding and signage system, indicating clear paths of travel to key destinations and major public facilities and cultural institutions. The way-finding system should be part of a larger, artfully-conceived branding program for Downtown and should include specific approaches that promote overall Downtown and district identity with maps, graphics and interpretive elements, as appropriate. The system should be designed to serve all modes of transportation and incorporate new communication techniques such as GPS, smart phone “apps”, toll tags, etc.
- As an integral part of the way-finding system, “real-time” electronic signage should be developed to indicate public parking availability along major entries into Downtown, as well as the status of bus or rail arrivals at key transit stops.

TP-2. TRANSIT: *Public transit should be enhanced as a high-quality mode of choice.*

Transit in Downtown has not been a mode of choice. The lack of high quality service and the inadequacy of bus stops and amenities have contributed to a negative image and identity. Introduction of commuter and urban rail and planned “rapid transit” bus routes have the potential of improving the quality of service and the identity and attractiveness of transit as a viable alternative to the automobile.

TP-2.1: Establish an urban rail system to connect Downtown with other Central Austin destinations and the commuter rail system.

The expansion of urban rail within Central Austin should be given the highest priority, providing connectivity between Downtown and surrounding neighborhoods and destinations, including the Capitol Complex, UT, Mueller, the Riverside Corridor and Austin Bergstrom International Airport. The Austin Transportation Department (ATD) is taking the lead on defining a first-phase urban rail project and is developing a financing and implementation strategy that could be taken to voters in 2012.

- Urban rail technology deployed within Downtown should be at a human-scale, compatible with the urban fabric, able to mix easily with mixed modes of traffic, and capable of high frequency service.
- The urban rail system should link to the first-phase commuter rail system including: MetroRail on East 4th Street, which is planned to be double-tracked and extended to Brazos Street and the future Lone Star intercity rail line, which is expected to stop near Seaholm on West 3rd Street.

TP-2.2: Concentrate major bus routes along designated Downtown corridors.

Consistent with Capital Metro’s Service Plan 2020 and the Transportation Framework Plan of the DAP, the City should prioritize certain streets within Downtown as major bus corridors, including: 7th, 15th and MLK Boulevard in the east-west direction; and Lamar, Guadalupe/Lavaca and Red River streets in the north-south direction. These corridors should provide both local and express service, while other streets should be limited to local routes.

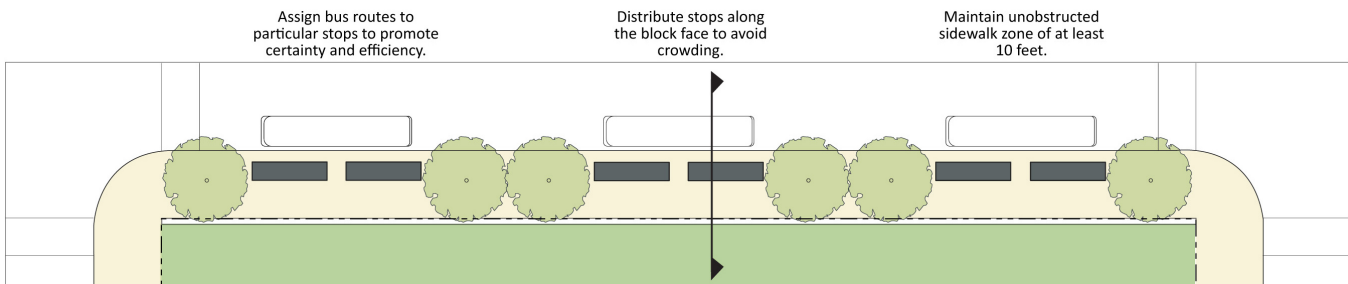
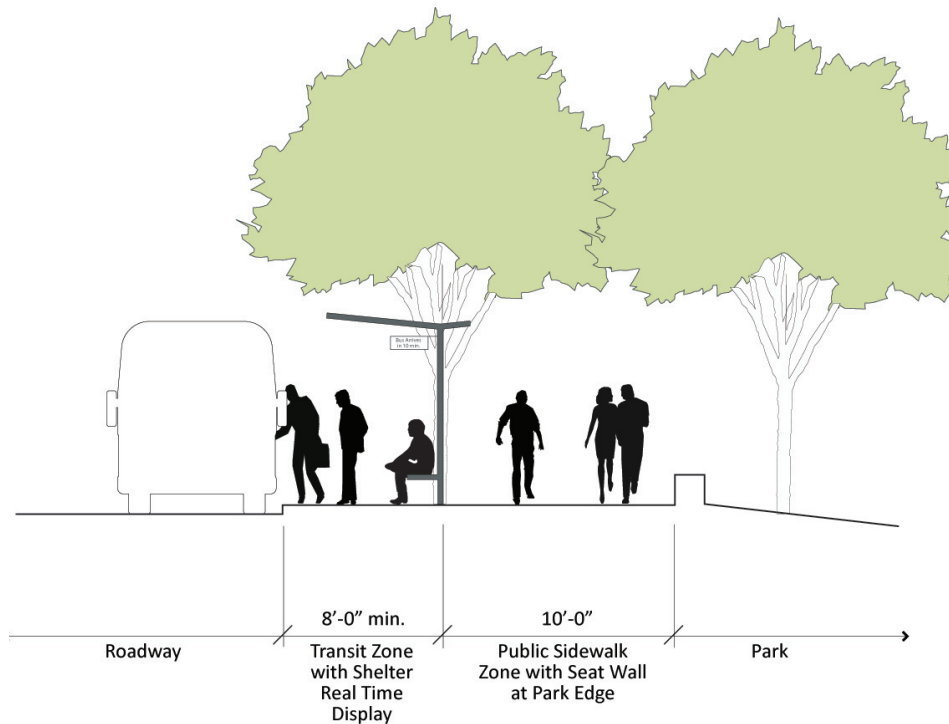
- Major through-routes should be relocated from Congress Avenue to the Lavaca/Guadalupe corridor. Studies should be undertaken to ensure that bus volumes can be accommodated along with future urban rail service which is also envisioned for the corridor.
- The City should support Capital Metro’s MetroRapid line by constructing Great Streets improvements along Guadalupe and Lavaca Streets.

Public transit should be a high quality mode of choice, rather than one of last resort.



TP-2.3: Create high-quality, state-of-the-art transit stops and transfer areas.

- Transit stops should generally be located on the “far-side” of an intersection, to avoid congestion and obstruction of right-turning vehicles. Stops should be consolidated to the extent practicable and spaced to provide convenient pedestrian access, but to avoid bunching of buses at every intersection.
- More deliberate provision should be made for comfortable and convenient bus transfers and transit stops within Downtown. Since the majority of bus routes in Downtown are “through” routes, most transit boardings and transfers will still occur on the street at curbside bus stops, where they can be accomplished most effectively, both in terms of passenger convenience and bus operational efficiency.
- The City should establish specific design criteria for on-street transit facilities to ensure convenient and comfortable transfers that are part of a well-conceived streetscape design. The criteria should include:



Plan and Cross-section of On-Street Bus Transfer Area

- State-of-the-art shelters constructed with appropriate amenities - (benches, lighting, shade, trash and recycling receptacles, way-finding, and a “real-time” bus arrival information system) that maximize public safety, mitigate crime, vandalism and public order problems, while providing comfort and an enhanced experience for transit patrons.
- Each bus stop should post the routes assigned to it, so that passengers understand where to wait.
- Where multiple routes converge, a sufficient length of curbside space should be provided to prevent overcrowding of passengers and buses and blocked sidewalks.
- Bus stops and transfer areas should be separated from the main, “through-zone” of the public sidewalk, so that transit users are not overly concentrated at one stop, do not impede the flow of other pedestrians along a street, and do not interfere with activities taking place on the properties they front.
- Capital Metro should ensure the highest levels of maintenance and security in and around stops and transfer areas.

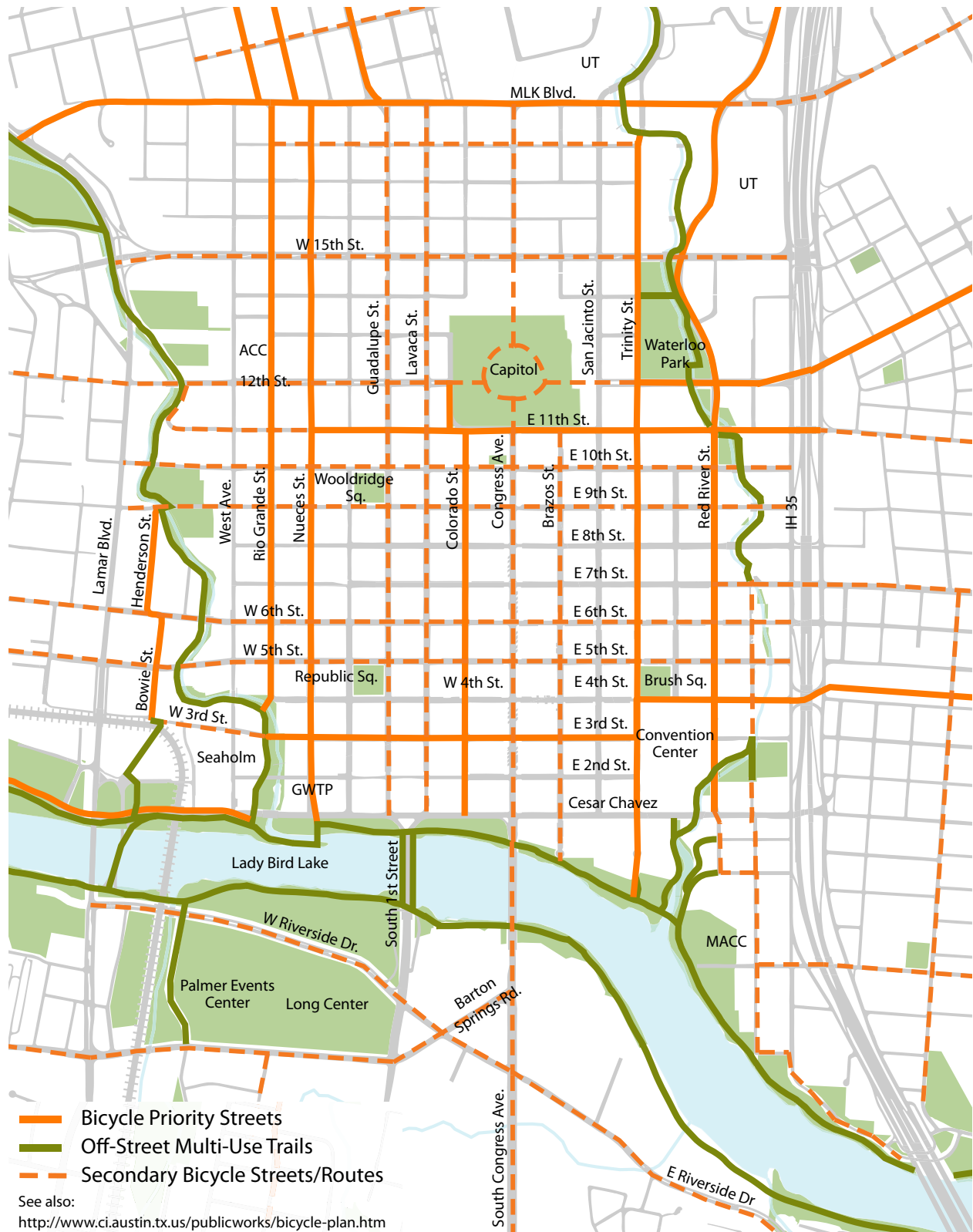


The City should continue to expand Downtown's network of bike facilities (above: a “bike box” in Portland).

TP-3. BICYCLES: *Downtown should continue to provide safer and more convenient bike facilities for all types of cyclists.*

As the City improves its bicycle infrastructure, and as traffic congestion persists, cycling has become an increasingly viable alternative mode of travel, offering easy and efficient ways of moving through Downtown, and contributing to the identity of Austin as an engaging and sustainable urban district.

Over the past five years, the City has significantly increased the number of bike lanes and paths in Downtown. Much of the Lance Armstrong Bikeway, an east-west system of dedicated trails and lanes connecting East and West Austin through the core, has been completed. The extension of the Pfluger Pedestrian and Bicycle Bridge, now under construction, will provide safe passage over busy Cesar Chavez Street and a direct commuter and recreational link between Downtown and South Austin. Plans have been approved for a north-south bike boulevard along Rio Grande and Nueces streets, connecting UT and the West Campus neighborhood with Downtown and Lady Bird Lake. These improvements and others are helping to realize the goal of the City’s Bicycle Plan Update of 2009, to make Austin one of the most bike-friendly cities in the nation. The following policies are intended to build on these accomplishments, by guiding public and private investment in Downtown’s bicycle network and infrastructure.



DAP Bicycle Framework Plan

TP-3.1: Establish bicycle priority streets that provide facilities for all levels of bicyclists along key north-south and east-west corridors.

- The City should augment the existing bicycle network by implementing the recommended facilities for the bicycle priority streets, as identified in the Austin Bicycle Plan Update⁶⁰ and the DAP Transportation Framework Plan, thereby providing a clear and safe network for bicyclists of all experience levels. Facility improvements include bike lanes along:
 - Bowie and Henderson Streets to connect Pfluger Bridge with the Shoal Creek Greenway, including design and construction of the railroad-undercrossing at Bowie and 3rd Streets;
 - Red River Street to connect the trail systems of Lady Bird Lake and Waller Creek with UT;
 - Colorado Street, once it is converted to two-way. In the meantime, “sharrows” (designated shared vehicular/bicycle lanes), are recommended on both Brazos and Colorado in their current one-way configuration;
 - 11th Street to connect East Austin with the Capitol and Downtown.



Lance Armstrong Bikeway is part of Austin's expanding system of off-street trails.

TP-3.2: Introduce shared lane markings (“sharrows”) on streets where cyclists can safely share the lane with automobiles.

- “Sharrows” designations should be introduced on certain Downtown streets where dedicated lanes are not practical, to alert motorists to take caution and to allow cyclists to safely share the lane.

TP-3.3: Create a more continuous system of off-street and multi-use trails.

- The City should improve the continuity of off-street, multi-use trails along Waller, Shoal and Lady Bird Lake greenways and address deficiencies and pedestrian conflicts so that a continuous and safe system is created in and around the downtown core.
- An off-street bike and pedestrian path should be introduced between the northern end of the Pfluger Bridge extension and Bowie Street, including an undercrossing of the Union Pacific rail tracks.

Artfully-designed bike racks and facilities can reinforce Austin's identity as a premiere biking city.





Velib, the successful bike-sharing program in Paris, is provided and maintained by JC Decaux, who receives advertising rights in return.

TP-3.4: Increase bicycle parking in Downtown.

- Bicycle parking should be planned comprehensively in tandem with automobile parking needs. The City should increase on-site bicycle parking requirements in Downtown, so that bike parking represents at least 10% of the required motor vehicle parking, before any parking reductions are made. At least half of these spaces should be either Class I racks or parking spaces defined in the City's Transportation Criteria Manual, or in locked bicycle storage rooms. Bicycle parking should also be provided at major transit stops. Provision of bike stations⁶¹ near major transit stops, in parks and within new developments should also be explored further for Downtown. Providing locked "bike cages" in portions of parking garages that cannot accommodate cars is also a cost-effective way of creating bike-parking spaces, both in new development or as a retrofit.

TP-3.5: Require shower and locker facilities in office developments.

- The City should adopt specific requirements for shower and locker facilities that promote commuter cycling in Downtown. It is recommended that the recently adopted requirements for an Urban Core PUD be adopted for Downtown, which require office buildings over 25,000 square feet to provide shower and locker facilities, proportionate to the area of the building and the number of employees.

TP-3.6: Introduce bike-sharing.

- The City should explore the feasibility of a community bike-sharing program that offers affordable access to bicycles for short trips. Bike sharing programs, like Paris's highly successful Velib system, have proven to be an attractive alternative to the automobile, and an effective component of a multi-modal transportation system.
- Implementation alternatives should be evaluated including: public/private partnerships with advertising agencies who supply, rent and maintain bikes in return for advertising rights; and partnerships with community non-profit entities, bike retailers, car-share companies or with private companies that capitalize the enterprise through subscriptions, rentals, and advertising.

TP-3.7: Ensure that urban rail facilities promote bike safety.

Design of urban rail facilities within Downtown need to be carefully coordinated with the provision of safe bicycle and pedestrian facilities that avoid or mitigate potential conflicts.

"Bicycle cages", located in portions of parking garages that cannot accommodate cars, are a cost-effective method of creating bike-parking spaces.



TP-4. PARKING: *Adequate and convenient supplies of parking should be provided, consistent with goals for increased transit ridership and an enhanced pedestrian environment.*

Parking is one of the principal elements that is shaping the form and character of Downtown Austin. As much as 30% of the mass of a building can be dedicated to parking - affecting development economics, traffic circulation and the attractiveness of the urban environment. Although a central goal for Downtown is to create a sustainable, pedestrian-oriented district, the lack of a fully robust transit system requires that adequate levels of automobile parking continue to be provided until there are more viable alternatives. The provision of bicycle parking should also be considered as an integral part of a Downtown parking program.

As Downtown real estate becomes more expensive and sites smaller and less efficient for on-site parking, there is a need to manage the parking supply more effectively. Rather than single-purpose parking facilities for every use in Downtown, shared and centralized automobile and bicycle parking facilities, de-coupled from their primary use, could reduce the costs and burdens of on-site parking, provide for a more intensive and sustainable use of urban land and promote a more interesting and engaging public realm.

TP-4.1: Manage and coordinate Downtown parking.

The 2009 Downtown Parking Study by Walker Parking Consultants concludes that there is an adequate supply of automobile parking in the CBD to meet demand on most occasions. However, since many parking garages are not made available to the public, some nighttime and weekend parking is not conveniently located near the main activity centers, like East 6th Street and the Warehouse District.

- The City should engage its newly-created Parking Enterprise to take a more proactive role in coordinating the supply of Downtown public parking, through shared management and operation responsibilities, coordinated pricing, and consolidation of valet services within particular areas such as the various entertainment districts. The Parking Enterprise should also be charged with managing the supply of Downtown bicycle parking.

As Downtown real estate sites become smaller and more expensive, shared centralized parking will be increasingly important.

TP-4.2: Promote public/private partnerships to provide shared parking facilities within new development.

- The City and its Parking Enterprise should partner with private sector developers and/or with other governmental entities to construct joint public/private parking garages in areas of the City that have high demands for visitor parking, such as the Red River, East 6th Street and 2nd Street districts.



TP-4.3: Establish an in-lieu fee system that allows developers to contribute to centralized off-site parking as an alternative to providing parking on site.

- The City should establish an “in-lieu” fee to allow developers to pay into a parking fund as an alternative to providing on-site parking. In this way, the burden of providing on-site automobile parking on small sites would be relieved, allowing for more efficient and cost-effective infill development to occur throughout the area. (Bicycle parking should still be provided on site.) This in-lieu fund should be used by the Parking Enterprise to construct, operate and maintain joint-use parking garages.

TP-4.4: Provide incentives for on-site, car-share spaces and recharging facilities.

- Car-sharing in Austin is becoming a viable alternative to car ownership. Consistent with incentives offered in the UNO district, the City should reduce parking requirements in developments that provide car-sharing facilities.
- The City should also offer incentives for the provision of electric car recharging facilities within parking garages and on streets, including parking reductions, reduced electrical rates and assistance in providing higher-voltage charging equipment.

TP-4.5: Manage on-street parking and loading areas in a more efficient manner.

- As the Great Streets Program is implemented, it is estimated that up to 1,000 on-street Downtown parking spaces will be displaced to allow for transit lanes, wider sidewalks and bike lanes. Consideration should be given to “time management” of valuable curb space and travel lanes, including specified hours for short-term parking, commercial loading and servicing and/or for peak hour travel lanes as appropriate.

TP-4.6: Create a way-finding system and real-time parking displays that guide visitors to key public parking facilities.

- In coordination with a comprehensive way-finding system (see Policy TP-1.5), signage and real-time parking displays should be established along key corridors leading into Downtown to inform motorists of the availability and location of public parking facilities.

Car-share and recharging facilities should be provided throughout Downtown.



TP-5: TRANSPORTATION DEMAND MANAGEMENT: A TDM Program should be put in place to promote more effective commuting behavior.

Transportation demand management (TDM) is a means of reducing the number of single-occupancy vehicles on a street network at any given time. Managing demand is a cost-effective alternative to increasing capacity, and an approach that can promote better environmental outcomes, improved public health, and more prosperous and livable cities. TDM programs are particularly effective in dense Downtown districts, where there are large public or private sector employers who can provide leadership in promoting alternatives to the single occupant vehicle.



Time management of valuable curb space and travel lanes should be considered.

TP-5.1: Assist in establishing a Central City Transportation Management Association.

- The City should partner with the DAA and major Central City employers (Travis County, State of Texas, University of Texas at Austin) to fund a Transportation Management Association (TMA) to promote TDM programs that decrease the number of Downtown workers using single-occupant vehicles. Such programs could include: subsidized transit passes, car-share incentives, preferential carpool parking and pricing, ride home program, real-time commuter information, day care coordination, etc.

TDM programs promote alternatives to the single occupancy vehicle. (e.g. car pools, employee shuttles)





Urban Bioswale, Portland Oregon

UTILITIES/INFRASTRUCTURE

Overall Goal: Provide for phased utility and infrastructure upgrades that address existing deficiencies and that support positive development.

Strong infrastructure capacity attracts economic growth, new businesses and residences - wherever it is invested. Adequate and timely investment in Downtown public infrastructure - utilities and streets - needs to be made if Austin is to achieve its vision of a dense and vibrant downtown, and if Downtown is to continue to support the vitality of all parts of the city. Investment in Downtown infrastructure promotes development that increases the City's General Fund revenues at a much higher rate than any other location in the city, due to its high-density nature, which can be 10 to 100 times as dense as a suburban development. Due to the compact nature of the urban core, the cost to install water and wastewater improvements

Urban/Suburban Resource Consumption

	Green Urban Condo Project	Typical Suburban Single-Family Project
Number of Units	200	200
Acreage Consumed for Project	Under 3/4 of an acre	Between 57 and 70 acres (between 3 and 3.5 units per acre with roads and drainage)
Impervious Cover Percentage of Total Project Total Acres of Impervious Cover	100 percent 3/4 of an acre	45 percent 26 to 32 acres
Landscape Water Usage	Zero Landscaping irrigated with rainwater collection system and A/C condensation collection system.	15,600,000 gal/year Typical standard lot uses ~ 78,000 gallons per year of potable water for irrigation.
Electricity Usage	\$10 to \$60/mo. Energy efficient design; green building, smaller size; using City chilled water system for A/C.	~ \$100 - \$300/mo. or more This usage will vary greatly depending on the size of the home and multiple A/C units per home.
Taxable Value Per Acre	Over \$80 million to \$150 million per acre, depending on value of units.	~\$700,000 to \$1,225,000 per acre assuming an average home value of ~\$200,000.

Source: Lower Colorado River
Authority and Terry
Mitchell, 2010.

per “fee unit” can be less in relation to the number of units served, and in general, the revenue per linear foot of utility line will be higher for the high-rise residential, restaurants and other intense downtown uses. Furthermore, the Downtown’s lower elevation, reduces electricity demand needed to pump water uphill, compared to the higher elevations of the suburbs. With the existing investment in treatment and transmission mains, the upgrade of aging distribution and collector systems should be purchased to support redevelopment within the central city.

The DAP Downtown Infrastructure Strategy report (Appendix K) includes recommendations and targeted investments that will lay a sustainable framework to provide safe and reliable water, wastewater, storm drainage and electric systems, all of which are central to the overall health, quality of life and prosperity of the community.

UI-1. COORDINATION AND PRIORITIZATION: Improve coordination among City of Austin departments and other agencies that plan and construct Downtown infrastructure, and set priorities consistent with the DAP.

UI-1.1: Consolidate utility coordination efforts under executive-level leadership to coordinate and facilitate the planning and construction of proposed utility and roadway-related infrastructure projects.

- The City should adopt a policy to prioritize coordinated Downtown infrastructure planning and investment within each City department’s capital improvement program and maintenance budget. Part of the new policy should include establishing more focused roles and responsibilities for the two existing interdepartmental, utility planning and coordination groups to implement both the DAP Infrastructure Strategy recommendations and the Ten-Year Implementation Program summarized in the Leadership and Implementation section, p. 177. The two existing groups are the CIP Coordinating Committee, led by the Capital Planning Office (CPO) and the Austin Utility Location Coordinating Committee (AULCC), led by the Austin Transportation Department (ATD).

UI-1.2: Expand and refine the City’s use of the *Envista* system.

- Envista is a GIS-based software enabling the various City department users to document and illustrate planned infrastructure projects within a shared mapping framework. This allows all City departments to have a comprehensive view of all planned projects, thus facilitating the identification of potential conflicts between them, as well as opportunities to combine projects or portions of projects to reduce cost, time and disruption to the public. Further refinement of the use of this tool will allow greater optimization of project planning and budgets.

UI-2. WATER/WASTEWATER: The Downtown networks of water distribution and wastewater collection lines should continue to be upgraded by Austin Water Utility-initiated replacements and coordination with private development through the Service Extension Request (SER) Process.

Generally, the water transmission and wastewater collection capacity serving Downtown is more than adequate, thanks to the recent construction of the 72-inch Ulrich water transmission main and the new Downtown wastewater tunnel currently under construction. However many of the water distribution lines within Downtown are old and inadequate; water mains are often too small to provide code-required fire flows for proposed higher-density development and many wastewater lines are substandard and in deteriorating condition. The SER process, updated in 2009, provides an opportunity for private developers to work with Austin Water Utility (AWU) to determine upgrade requirements and possible cost participation scenarios.

UI-2.1: Dedicate adequate funding annually to Austin Water Utility's (AWU) "CIP-dedicated funds".

Rather than attempt to predict where new development may occur next in Downtown and begin upgrades where they may not be needed, it is more effective to allocate "flexible" funds that can be used on a more dynamic, as-needed basis for necessary extension of City mains and/or for cost participation with a developer to "oversize" such City-needed mains.

- These funds should be used for upgrading City distribution and collection mains for water and wastewater through developer participation programs and/or for CIP projects, on an as-needed basis to meet the demands of emerging projects.

UI-2.2: Require developers to submit their Service Extension Requests (SERs) for proposed projects in advance of their site development permit applications to allow time for AWU to assess needs and, if applicable, develop cost-participation agreements.

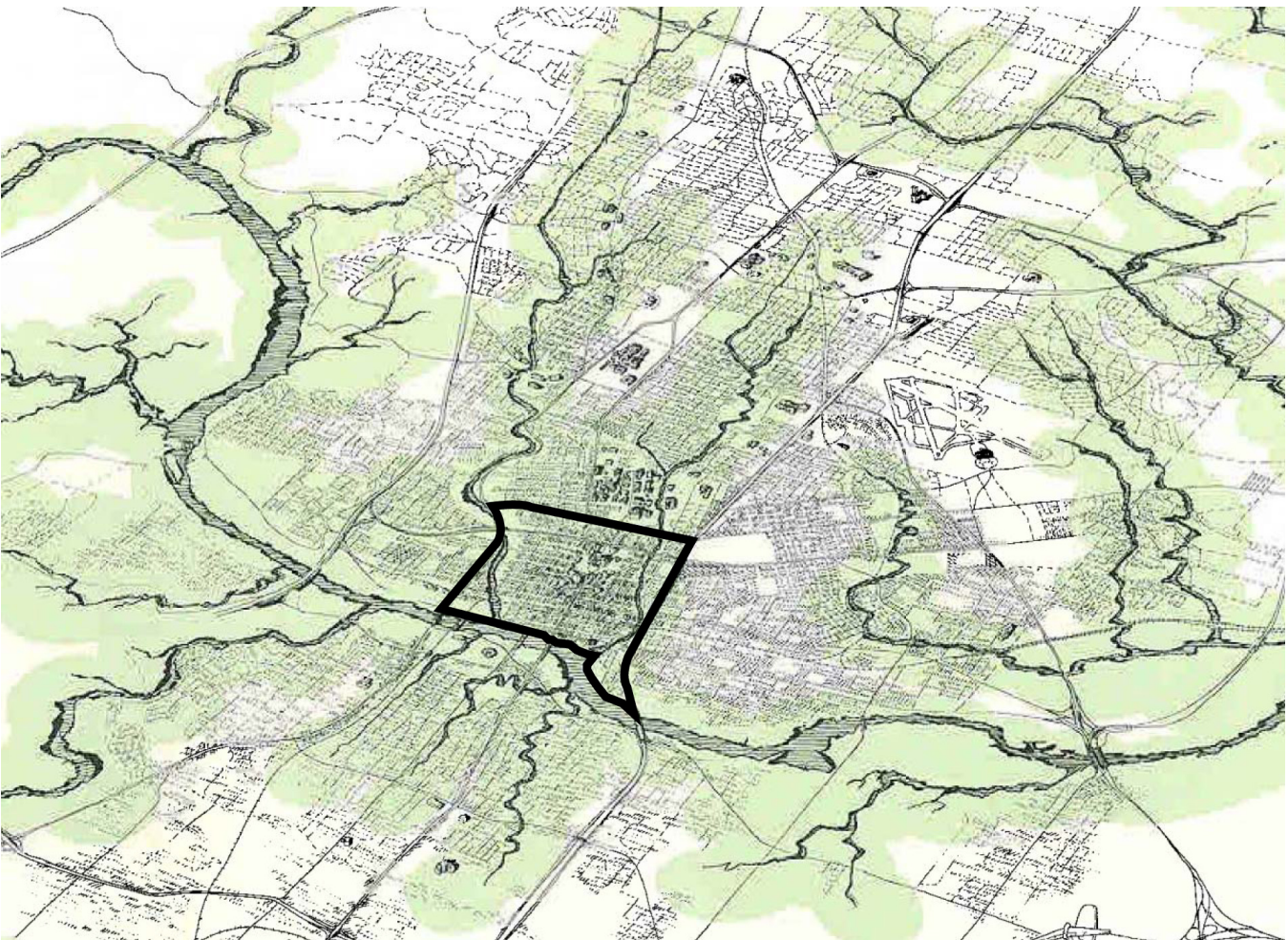
- With adoption of the DAP policy and procedure changes, there is an opportunity for developers to meet early in the site development process with AWU in order to establish the capacity and constraints within the area of the proposed development. While it is probable that much of the distribution system could provide domestic water needs, the current code-required fire flows could dictate that developers upgrade City water lines. There is an opportunity - if this process is started early - to explore modifying the proposed building design and to use more sophisticated utility modeling techniques, both of which can help reduce the size and expense of fire-flow water line upgrades, while providing appropriate levels of fire protection.

UI-3. WATERSHED PROTECTION: *Downtown stormwater drainage, water quality and flood control infrastructure should be upgraded.*

The Watershed Protection Department's (WP) mission includes protecting Austin's watersheds and waterways and safeguarding the community from flooding through the storm drainage system and more specific flood control projects. Downtown has two major urban creeks, Waller and Shoal, as well as the Lady Bird Lake portion of the Colorado River. These waterways provide important open space amenities, as evidenced by the amount of development oriented toward Lady Bird Lake. A major flood control project is planned and funded for Waller Creek which will open new opportunities for redevelopment as early as 2014, but Shoal Creek has no such project planned. Both creeks have been subject to severe flooding, which has hampered development opportunities of creekside properties.

Most of Downtown's storm drainage/sewer system dates from the 1930s, meaning it is both too fragile and undersized to meet the drainage demands of certain storm events. However, relatively few complaints are received about flooded Downtown properties, so investment in Downtown storm drain upgrades has been less of a priority than other parts of the city.

Downtown is framed by Waller and Shoal Creeks and the Lady Bird Lake reach of the Colorado River ("Austin Creeks" 1976).



Well-protected and managed waterways are an asset to a community and bring ecological and recreational benefits to its citizens. Downtown's waterways are enjoyed by the entire community, as well as its many visitors. The vegetated creek corridors also help to intercept and filter stormwater run-off, support natural wildlife habitats, mitigate heat island effect, and contribute to the reduction of air pollution. Over the past 10 years, the Watershed Protection Department (WPD) has taken a proactive role in promoting these values through specific projects and initiatives. The following recommendations are intended to augment these efforts:

UI-3.1: Develop a Downtown Drainage Master Plan and extend that plan to adjacent urban redevelopment areas as feasible.

- An effective drainage master plan will map and document the existing system (location, size and condition of pipes and facilities), project future needs and establish a phased implementation program to construct upgrades according to priorities. Today, the system mapping has recently begun in the needed GIS (Geographic Information System) format. The Department has prioritized the downtown area's documentation, which should be complete in early 2011.

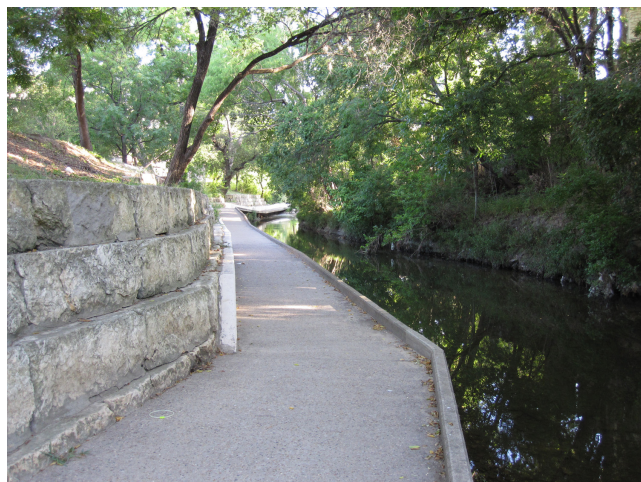
UI-3.2: Continue to allocate funding annually to departmental "CIP-dedicated funds" for use in upgrading City storm sewer mains through developer participation programs or for CIP projects, on an as-needed basis.

- Watershed Protection should continue to direct funds received from the citywide drainage utility fee to support Downtown public and public-private projects.

UI-3.3: Increase watershed maintenance of Shoal and Waller creeks.

- With the redevelopment of Seaholm and the Green Water Treatment Plant, much attention has been focused on improving the creekside environment of lower Shoal Creek. Likewise, Waller Creek has been the subject of substantial efforts to improve the creek, from removing excess vegetation and invasive species to debris removal and focused policing. As these two creeks become more and more integrated into the life of Downtown, a higher level of routine maintenance, coupled with higher levels of security, should be established.

The trail system along Lady Bird Lake (left) and Shoal Creek Trail (right) - provide an important recreational amenity Downtown.



UI-3.4: Construct the Little Shoal Creek flood control project.

Little Shoal Creek, located near Nueces Street in the lower part of Downtown is a small creek that has been diverted into an underground tunnel that is undersized.

- The Watershed Protection Department has developed the preliminary design for a larger flood tunnel project to take its place, and the City should move forward to construct it, as this is in a key redevelopment area that suffers from flooding.

UI-3.5: Implement the Lower Shoal Creek Restoration Project.

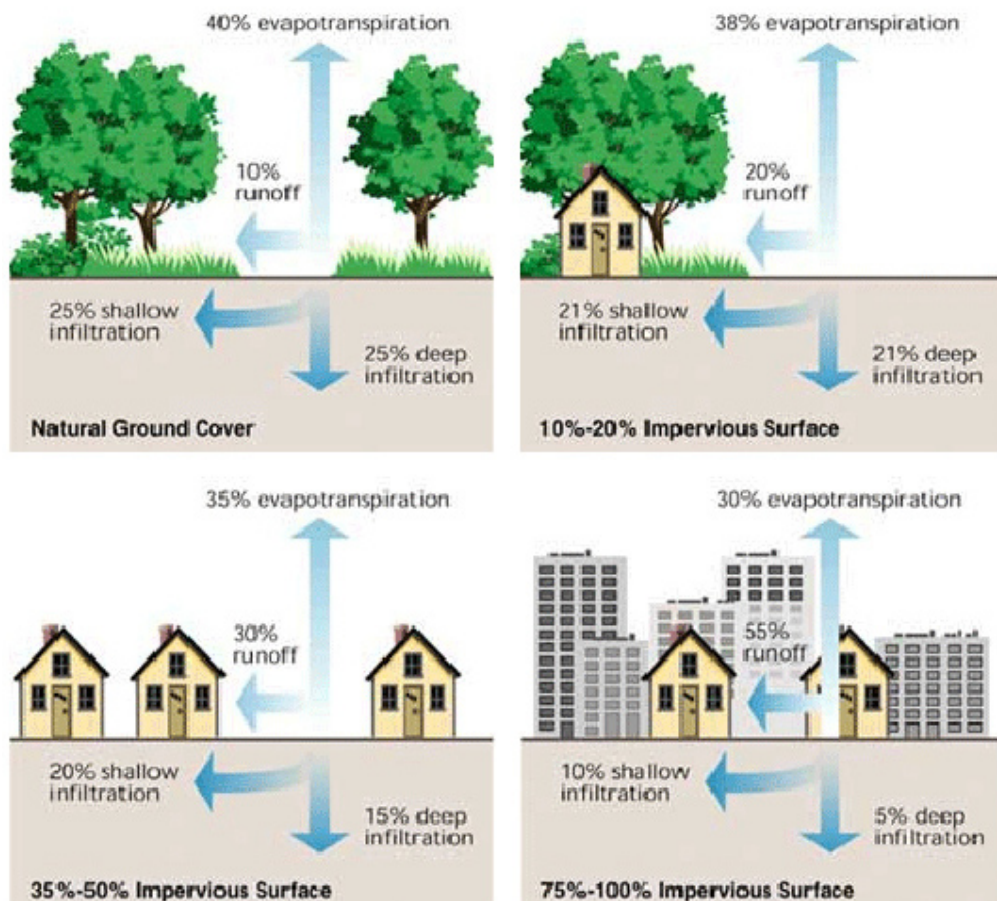
The Watershed Protection Department has developed streambank stabilization plans for the lower reach of the Downtown segment of Shoal Creek. This area is the focus for much public and private investment such as the recent Shoal Creek trail improvements, the future Central Library, the future Project Green, 360 Condominiums, etc.

- WPD should implement this project as soon as possible, as this portion of the creek corridor is a major open space amenity for the area.

UI-3.6: Develop a flood control plan for Shoal Creek in conjunction with a Shoal Creek Greenway improvement plan.

- As has just occurred for the Waller Creek Greenway, the City should work with partners, such as the Corps of Engineers (USACE) and Travis County, to address

*Stormwater run-off
infiltration and evaporation
rates in more and less
urbanized sites*



the severe flooding problems of Shoal Creek. This flood control project should be defined as part of a corridor-wide master plan that integrates recommendations for public open space and trail improvements, environmental restoration and streambank restoration, as well as redevelopment standards for creek-fronting properties. A USACE-sponsored Shoal Creek study will be initiated in 2011 to re-evaluate flood control options from MLK Boulevard to Lady Bird Lake, enabling the City and partners to advance the planning for this unique greenway corridor.



UI-3.7: Create a Water Quality Program for Downtown.

- Downtown development and its desired orientation toward waterways makes the need for a water quality program crucial. The focus for water quality improvement and control in Downtown should be on infrastructure and maintenance solutions which address odor control, trash and floatable materials and the color and condition of the creek and lake water, as well as maintaining and increasing the adjacent native vegetation, wherever possible. In addition the program should:
 - Encourage and expand the development of public/private programs for maintenance of Downtown creeks and Lady Bird Lake, such as the Keep Austin Beautiful (KAB) programs.
 - Increase the number of dedicated City of Austin staff for maintenance, particularly trash control, along the creeks and river.
 - Create/expand education programs to inform the public, property owners and tenants about “source control” water quality methods.
 - Expand street-sweeping frequency and areas as more areas of Downtown redevelop.

A regular maintenance program should be established along Shoal and Waller creeks.

The Waller Creek trail will be enhanced as part of the planned flood control project.



- Expand use of trash and sediment control storm water inlets, as appropriate. (City staff is currently developing a Downtown inlet replacement program.)
- Encourage innovative water quality controls and landscaping and adoption of an “Integrated Pest Management Plan”, which requires an environmentally-sensitive approach to pest control, fertilization and plant selection.
- When the Green Roof Stakeholder Group completes their work, consider incorporating these recommendations into the DAP.

UI-4. ELECTRIC UTILITY: *Long-term electric utility needs should be anticipated and met with facilities that do not detract from the pedestrian environment.*

Downtown’s electric service area is called “the network” because it is largely an underground system supplied by transmission mains feeding it from outside the system. Current projections by Austin Energy (AE) do not indicate the need for new transmission feeds, but do project a need for two new electric substations in addition to the existing two substations in Downtown: Seaholm in the southwest quadrant and Brackenridge in the northeast. There is a new substation planned in the Rainey Street District, where a site has already been acquired. One additional substation will likely be needed at some point in the future to both support new development and provide for system redundancy.

In addition to substation infrastructure, the design and location of individual building electric vaults should be better addressed, so that these do not conflict with the desire to create a pedestrian-friendly, retail-oriented Downtown.

UI-4.1: Acquire a site for a future electric substation.

- AE staff believe that an additional new substation may be needed in or near the northwest quadrant of Downtown to meet long-term development needs. A 1.5-acre site will be needed and, as this process will take time and due public process, the site search should be initiated as soon as possible.

UI-4.2: Austin Energy should develop design and location options for underground electric vaults to better achieve goals of pedestrian-oriented, ground-floor uses and facades.

- The location of Austin Energy’s required electrical vaults poses a challenge for Downtown projects. The vault must be at ground level, located within the customer’s property and be accessible by AE service equipment. Also, electric transformers inside the vaults are becoming larger due to the more energy-efficient design of buildings. Vault rooms occupy ground-floor street frontages where more appealing pedestrian-oriented uses and facades are desired. To the extent possible, vaults should be located underground or within parking garages, rather than within building facades fronting public streets.

UI-5. DRY UTILITIES: *Utility franchises should be better coordinated within the framework of Downtown planning and capital improvements.*

Telecommunications consume a significant amount of space beneath Downtown streets, yet are not regulated by the City. This creates difficulty in planning for and constructing public improvements, such as “Great Streets” sidewalks and street trees.

UI-5.1: Require that “dry” utility franchises go through a City review process to receive approval for alignments and/or relocations.

- The City should continue to improve the process to reduce conflicts between the various “wet” and “dry” utilities. The City should also clarify the legal implications of their agreements with the franchises, so that City projects are not responsible for bearing all the costs of relocations of the franchise utilities in street improvement projects.



Electric vault rooms should be avoided along Downtown street frontages.

UI-6. ROADWAYS: *Roadway upgrades should include needed utility improvements to support Downtown redevelopment.*

Out of 165 lane miles in Downtown, 81% are rated as “less than desirable and unsatisfactory”. The Street and Bridge Division of Public Works indicates that the best course of action is to rehabilitate or reconstruct most of them over the next 25 years. However, the practice of providing “overlays” and spot maintenance will need to continue as necessary stop-gap measures to defer extensive capital expenses.

UI-6.1. Continue to prioritize maintenance improvements to Downtown streets and alleys, and coordinate and fund “complete” street reconstruction.

- The Street and Bridge Department currently uses the Pavement Management Information System (PMIS) and data from the Downtown Austin Alliance to prioritize street and alley maintenance. This data should be coordinated with the new CIP coordinating committee, so that street reconstructions that integrate utility needs for the foreseeable future are prioritized within the overall infrastructure framework of Downtown.



Congress Avenue, Austin

LEADERSHIP AND IMPLEMENTATION

Overall Goal: Implement the Downtown Austin Plan, within the resources and priorities of the community.

The Downtown Austin Plan (DAP) is a policy document reflecting the community's vision and priorities for Downtown over the next 20 to 30 years. It is a living document that will be updated and amended on a periodic basis, as the remaining Downtown district plans are completed, and as changing conditions present new challenges, opportunities and priorities. The Plan's full range of policies and recommendations will be implemented over an extended time period. Some will require further analysis and outreach before they can be fully realized, and others will need to await sufficient funding and/or staffing.

This chapter of the Plan describes the actions that should be pursued to advance the community's vision for Downtown, including improved governance and organization; amendments to the regulatory framework; and investments and actions to guide the phasing and funding of capital, operating and maintenance programs over the next ten years.

LI-1. GOVERNANCE AND ORGANIZATION: Existing City structures of governance and organization should be refined to facilitate implementation of the Downtown Plan.

At least five City organizations and two non-profits are currently supporting the development process and/or stimulating demand from new businesses and residents in Downtown Austin and the Central City, including:

- Economic Growth and Redevelopment Services Office (EGRSO)
- Planning Development Review Department (PDR)
- Neighborhood Housing and Community Development (NHCD)
- Austin Housing Finance Corporation (AHFC)
- Housing Authority of the City of Austin (HACA)
- Downtown Austin Alliance (DAA)
- Greater Austin Chamber of Commerce (GACC)

The Austin Housing Finance Corporation (AHFC) and the Housing Authority of the City of Austin (HACA) finance, manage and construct affordable housing throughout Austin. The Downtown Austin Alliance (DAA) plays an important role as a manager of the Downtown Austin Public Improvement District to promote and maintain Downtown as a vibrant business, cultural and residential environment, and the Greater Austin Chamber of Commerce acts as an advocate for economic development.

These entities possess a number of important economic development tools, from acquiring and disposing of public land for development to funding Downtown open space and public realm improvements to channeling federal entitlements to affordable housing projects. This system has generated economic development, mainly on public land. EGRSO indicates that 19 such projects are currently underway or planned to begin construction by the end of 2010 in and near Downtown.

In order to effectively implement the DAP to fully meet the opportunities that it presents, new and enhanced organizational structures and procedures are needed.

Agencies Supporting Austin's Development Process and/or Stimulating Demand

Agency Type	Agency	Function
Public Agencies	Economic Growth and Redevelopment Services Office (EGRSO)	Administers Austin's economic development programs, including small business assistance and cultural sector promotion, and oversees Downtown development projects – particularly projects on City-owned land.
	Developer Assistance Center/Austin One Stop Shop	Provides initial consulting to developers regarding permitting and approvals and streamlines the flow of information throughout reviews and inspections.
	Neighborhood Housing and Community Development (NHCD)	Administers the SM.A.R.T. Housing and affordable housing development assistance programs, as well as some commercial revitalization programs.
	Austin Housing Finance Corporation (AHFC)	Issues tax-exempt bonds for development of new affordable housing in Austin.
	Housing Authority of the City of Austin (HACA)	Controls and manages public housing in Austin, administers the City's Housing Choice Voucher program, and provides other services to low-income families in Austin. Has power of eminent domain and bonding authority.
Non-Profit Entities	Downtown Austin Alliance (DAA)	Maintains "clean and safe" programs, assists businesses, and makes recommendations for further infrastructure improvements and development Downtown.
	Greater Austin Chamber of Commerce	Undertakes activities to increase employment and economic growth in the region through business attraction and retention.

LI-1.1: Establish a Central City Economic Development Corporation.

As Austin continues to develop through future real estate cycles, the City's activities will, by necessity, transition from encouraging the development of public land through disposition, to taking a more active role in closing feasibility gaps for projects on private land that generate significant public benefits. An effective economic development corporation could allow the City to be proactive about developing such projects by providing a suite of predevelopment and development services, as well as access to financing.

- Austin should establish a Central City Economic Development Corporation to serve these functions, coordinate the City's many economic development entities and assist in implementing DAP objectives. At its core, the function of the economic development corporation is to focus on executing projects rather than providing specific governmental functions Downtown, and to do so with some flexibility to promote public-private collaboration in generating economic development and other public benefits. To achieve these objectives, the Corporation should be equipped by the City to serve three principal functions:
 - Developing public infrastructure projects that contribute to city-building;
 - Supporting public and private real estate development projects that produce desired public benefits; and
 - Stimulating development of workforce and affordable housing Downtown.

The corporation should perform these functions by advocating for public approvals; guiding projects through the permitting process; assembling and conveying land; "packaging" incentives, subsidies and financing; providing planning and design assistance; and supplying project management and marketing services. It should also act as a liaison between the public and private sectors, facilitating cooperation and process efficiency, while ensuring that projects are implemented in line with the intent of the DAP.

Public Infrastructure

To support private sector investment in Downtown, the Corporation should be tasked with developing key public infrastructure improvements set out in the DAP. This will entail prioritizing infrastructure investment, establishing effective financing structures, and managing project design and construction. Public infrastructure projects could include improvements in and around Waller Creek, revitalization of Downtown's key open spaces and parks, transportation and parking facilities and downtown streetscape enhancements.

The Midtown Houston Development Authority manages public infrastructure projects, such as Baldwin Park.



The Midtown Houston Development Authority manages public infrastructure projects funded through the 617 acre Midtown Tax Increment Reinvestment Zone (TIRZ). Since its inception in 1994, the Authority has made significant improvements to the district's streetscapes, pedestrian experience, transit connections and public spaces, helping transform a blighted neighborhood into a growing district. The popular Midtown and Baldwin parks were conceptualized, funded and constructed by the Authority and are now managed through its partner organization, the Midtown Management District.

Public and Private Development Projects

To support both public and private development, the Corporation should assist in the execution of catalytic development projects for Downtown. This will require the capacity to intervene in each component of the real estate development process, identifying priority projects that provide significant public benefits consistent with the DAP, and then becoming the implementing agent for that project. The Corporation should seek to support and facilitate a range of development projects, including:

- *Public projects*, such as infrastructure projects, that serve to support the DAP and stimulate private investment in additional developments;
- *Public-private partnership projects* that may utilize public funds or land and which partner with the private sector to meet a market need, and which also generate ongoing revenue for the Corporation; and
- *Private projects* that are viewed as important to Downtown's development. These would receive facilitation and other methods of support by the Corporation to ensure they are completed and produce public benefits.

Workforce and Affordable Housing

To execute the City's vision of affordable housing development, the Corporation could channel public and third-party financing sources for affordable housing to privately-capitalized projects seeking gap financing for affordable rental and ownership housing Downtown. Potential public and private funding sources include Density Bonus Program proceeds, banks meeting Community Reinvestment Act obligations and financing offered by affordable housing intermediaries, such as the Local Initiatives Support Corporation (LISC) and the Enterprise Foundation.

Development Corporation Attributes

Many cities across the country have created development corporations performing similar functions to those recommended in this plan. The successful examples of these entities share a set of attributes that enable them to carry out these functions, including:

1. A clear statutory base;
2. Effective leadership;
3. A capable staff experienced in a range of program areas;

4. Stable funding sources; and
5. Strong partnerships with public and private entities.

Establishing the Corporation with these attributes in mind will lead to the successful implementation of the DAP.

1. Statutory Base

The Corporation should be a citywide Local Government Corporation (LGC) established under the Texas Transportation Code, Chapter 431, providing the entity with clear legal authority to carry out the functions described above while enabling the Corporation to support development agendas citywide as they evolve over time. LGCs possess authority to aid and act on the behalf of city government to accomplish any governmental purpose, including entering into contracts, hiring consultants and issuing bonds upon approval by City Council. However, the City Council retains ultimate control of the Corporation by retaining the right to approve both the articles of incorporation and bylaws. Several Texas cities have chosen to establish LGCs:

	Downtown Dallas	Uptown Houston	San Antonio HemisFair
Classification	LGC	LGC	LGC
Statute	TC c. 431	TC c. 431	TC c. 431
Board Appointment	Council	Mayor	Mayor

LGCs often serve as the management and financing vehicle for projects funded by TIRZs. Throughout Texas, municipalities have established LGCs and TIRZs simultaneously, with one set of professionals acting as the board for both entities. An Austin LGC should be established with the capability of managing several different TIRZs, both currently in place and created for future investments. Creation of new TIRZs may be either project-driven or area-wide. Other Texas cities have utilized TIRZs with a variety of geographic scopes to meet their downtown redevelopment objectives:

	2007 Appraised Value (millions)	Size (acres)
<u>Dallas</u>		
City Center	\$1,472	Not reported
Downtown Connection	\$1,022	Not reported
<u>Houston</u>		
East Downtown	\$94	66
Midtown	\$885	443
Uptown	\$3,065	1,010
<u>San Antonio</u>		
Houston Street	\$365	629
River North	\$124	194



Leadership and staff excellence at 3CDC have made it one of the most successful in the nation.

2. Leadership Capacity

The Corporation should be guided by an appointed oversight and agenda-setting Board of Directors, including leaders with specific professional expertise from the public and private sectors. The Board should have two principal functions:

- Mobilize public and private resources in support of the DAP priorities; and
- Ensure accountability to the business plan created for the entity.

The board should have a broad-ranging skill set, and represent various points of view in the development process. Across the country, many models for board appointment are evident, including appointment by City Council, by the Mayor or a combination of the two, with nominations from various entities. The selection of an appointment process is less important than a commitment to a high-quality, professional board that is familiar with the development process. In Austin's case it will be important that major players, such as the State, UT, the County and the federal government be included.

The Cincinnati Center City Development Corporation, *3CDC*, exemplifies the effective leadership and capable staff needed for a successful corporation. The professionals at *3CDC* have broad expertise which has allowed the entity to not only provide the services of a traditional development corporation, but also to manage the Cincinnati New Markets Fund and the Cincinnati Equity Fund, which provide reliable sources of financing for downtown redevelopment projects.

3. Staff Excellence

The Corporation should be staffed with professionals experienced with private sector development and intergovernmental relations, and led by an Executive Director with substantial experience in managing an organization and coordinating real estate planning, financing and development. The Director must also have the ability to interact with senior City officials to advance project funding and approvals, and the Corporation's policies should give the Director the flexibility to employ staff as operations and projects require. The staff should possess a diversity of skills, including expertise in planning, negotiation of public-private real estate transactions, finance, marketing and project management.

4. Funding Structure

In the short-term, and within the confines of State legislation, the City should support the Corporation's operating budget with an appropriation from the General Fund or other supplementary sources. The City should consider identifying a dedicated revenue stream from public improvement district (PID) fees, facilities charges, parking fees, property taxes or other sources that can ensure continuity of operating support for the Corporation for its first five years of operations.



*The Jersey City
Redevelopment Agency
is a financially
self-sustaining entity.*

The City should identify a medium- to long-term, self-sustaining funding structure for the Corporation that may include dedicated taxes and/or fees, development service fees, revenue from assets granted to the Corporation and interest income.

An excellent example of an entity with such self-sustaining funding is the Jersey City Redevelopment Agency. It was established in 1949 with the goal of eliminating blight in Jersey City's urban core and attracting residential, commercial and industrial development to the area. Since its inception, the Agency has been responsible for creating billions of dollars in development and thousands of jobs. The fees that the Agency charges to the private sector for facilitating development projects currently provide the majority of its operating budget.

5. Partnerships

The Corporation should create strong partnerships with other development entities as appropriate to meet the DAP's intended functions. Key partnerships will be with the Downtown Austin Alliance, a separate PID entity whose efforts should be coordinated to work in tandem with the Corporation's mission, and with the Austin Housing Finance Corporation, who assists the City's Neighborhood Housing and Community Development Department in developing affordable housing.

An immediate opportunity for partnership lies in the redevelopment of the Waller Creek District. The Corporation should work closely with the PID and the newly-formed conservancy to fund and manage necessary public improvements and identify key catalytic private development projects to leverage the value of the Waller Creek public infrastructure investment. Although the Corporation may not be responsible for operations and maintenance of the Waller Creek District, it should assist in the design and development of public spaces and the management of the many "opportunity sites" abutting the creek.



Uptown Houston is an example of an entity that has forged successful partnerships.

Uptown Houston is an example of an entity that has forged successful partnerships. It is a collection of four entities (a TIRZ, a PID, the Uptown Housing Authority, and the Uptown Houston Association) that work cooperatively to promote development in the Uptown District. The Authority's role is to finance and manage projects - using TIRZ revenues and other public, private and earned funding sources - while the Association coordinates area-wide planning and services. Since its inception, the Authority's operations have been enabled by staff assistance from the Association and fees from the PID.

LI-1.2: Encourage and support public/private partnerships and conservancies aimed at building and operating parks and open space improvements.

- The City should encourage the growth of a network of public-private and non-profit, park-supporting entities that complement the efforts of PARD and the Economic Development Corporation described in LI-1.1 above. These could include:
 - Public Improvement Districts (PIDs), which are effective in obtaining sponsorships, engaging local business and residents and programming events and activities; and
 - Non-profit or philanthropic organizations corporations or entities with the ability to gain support from communities or constituencies surrounding key Downtown park networks in the form of in-kind services (park volunteers) and fundraising.
- The City should work with the Austin Parks Foundation, the Downtown Austin Neighborhood Association and other non-profits, to expand their fund-raising capacity and develop a capital campaign for the first major Downtown park initiative (e.g., Waller Creek Greenway, including Palm and Waterloo parks). Successful capital campaigns depend upon a few strong champions from different sectors who provide leadership and visibility from the beginning, as well as significant staff to manage outreach and plan fundraising events. All capital campaigns should be structured such that a portion of each philanthropic contribution is earmarked for an operating endowment.

LI-1.3: Organize City government to provide for the effective implementation of the Downtown Austin Plan.

- The business plan of each City department should be updated to incorporate the relevant policies and recommended actions of the DAP, so each department is clear on its roles and responsibilities. Each City department should establish individuals responsible for implementing their department's Downtown

initiatives as set forth in the business plan, and these responsibilities and performance measures should be reflected within individual staff reviews so that there is clear tracking and accounting for progress made in implementing DAP recommendations.

- The City should assign a specific work group to play the central oversight role for plan implementation. This group should coordinate efforts of all affected City departments and act as the liaison to the Economic Development Corporation. An executive-level staff person should be appointed as the City's Downtown Coordinator to oversee the work of the various departments, to act as a central advocate for Downtown initiatives and to serve as a liaison to other entities including the DAA, UT, the State of Texas, Travis County, etc.

LI-2. REGULATORY AMENDMENTS: *The recommended policies of the DAP should be incorporated within the City's regulatory framework.*

A key aspect of implementation will be to ensure that DAP recommendations are integrated with other guiding and governing plans, such as: the City's Comprehensive Plan, which describes the overall vision and priorities for Austin; the City's Land Development Code, which regulates land uses and development; the Austin Area Metropolitan Transportation Plan (AMATP) and the CAMPO Plan, our three-county region's long-range transportation plan that establishes transportation needs and priorities.

LI-2.1: Adopt the Downtown Austin Plan as an amendment to the City's Comprehensive Plan.

- The DAP is the Downtown's Neighborhood Plan, and like the other adopted Neighborhood Plans, will amend the much more general Comprehensive Plan, providing specificity about the particular geographic area of Downtown.

LI-2.2: Finalize and adopt a Downtown Density Bonus Program by ordinance. (See Appendix H)

- The City should finalize the policies of the Downtown Density Bonus Program and formulate it as an ordinance to be incorporated into the Land Development Code.

LI-2.3: Refine the recommended form-based development standards as part of the ordinance preparation and amendment process. (See Appendix I.)

- A public review process with stakeholder involvement should be undertaken, as part of the typical code amendment process, to further review and refine the DAP's recommended form-based standards. On the basis of this input, the City should prepare an ordinance that incorporates the standards into the Land Development Code.

LI-2.4: Amend the zoning ordinance within the Land Development Code in a phased way that allows for further stakeholder involvement and refinement, as appropriate, in order to:

- Incorporate new mixed-use zoning classifications;
- Incorporate standards for ground-level uses and treatments;
- Implement recommended rezoning of designated properties; and
- Incorporate revised Downtown-specific, scale-compatibility standards.

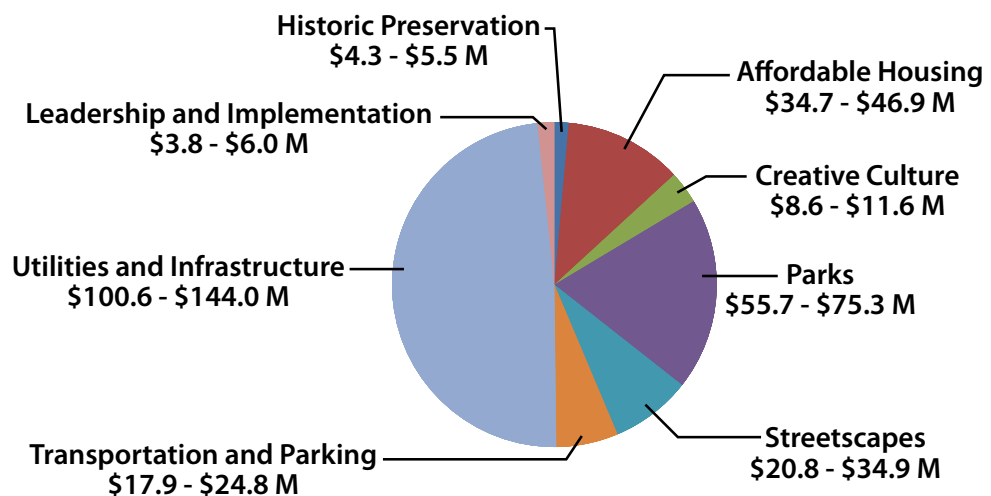
LI-2.5: Make amendments to other plans, as appropriate. Various regional and citywide plans should be amended, such as the Austin Metropolitan Area Transportation Plan (AMATP) and the Capital Area Metropolitan Planning Organization (CAMPO) Plan to bring them into alignment with the DAP.

LI-3. DOWNTOWN INVESTMENT AND ACTION PLAN: *The Downtown Austin Plan's Implementation Program should guide the phasing and funding of capital, operating and maintenance programs, as well as specific initiatives for the next 10 years.*

LI-3.1: Adopt a ten-year action plan for implementation.

- The City Council should adopt a ten-year action plan aimed at addressing the community's major priorities for Downtown. The DAP Ten-Year Implementation Program (below) outlines those actions that have emerged as the highest priority for the next 10 years. (See Appendix L for a more detailed description of the Implementation Program.)

LI-3.2: Upon adoption of a finalized Implementation Program, EGRSO should lead City departments in the development of a financing plan for these priority actions.



The Ten-Year Implementation Program calls for a \$250 - 350 million budget for both capital and operating expenses.

DOWNTOWN AUSTIN PLAN: TEN-YEAR IMPLEMENTATION PLAN ESTIMATED BUDGET* 2012 TO 2021

PROPOSED INITIATIVES	TEN-YEAR COST RANGE (2010 DOLLARS)	
HISTORIC PRESERVATION	\$4,270,000	\$5,530,000
Cultural Resource Survey/Historic Preservation Plan Updates Additional Staffing for Historic Preservation Office Annual Historic Preservation Initiatives Budget		
PARKS & OPEN SPACE	\$55,690,000	\$75,347,000
Increased Maintenance Staffing Design of Waller Creek, Palm Park & Waterloo Park's Brush Square Master Plan of Wooldridge Square & Old Bakery		
STREETSCAPES	\$20,830,000	\$34,950,000
East 6th Street Improvements Congress Avenue Improvements Wayfinding/Signage Plan (Phase Two) Public Restroom Master Plan/Pilot Program		
AFFORDABLE HOUSING	\$34,680,000	\$46,920,000
Permenant Supportive Housing Project (225 units) Downtown Workforce Housing Corporation Staffing		
CREATIVE CULTURE	\$8,575,000	\$11,600,000
Artist/Musician Affordable Housing "Austin Experience" Visitor Center Feasibility		
TRANSPORTATION & PARKING	\$17,858,000	\$24,753,000
Construction of Missing Sidewalks Bicycle Facilities (Red River lanes, UPRR Underpass) Two-Way Conversion of Downtown Streets Guadalupe/Lavaca Transit Improvements Downtown Parking Enterprise		
UTILITIES & INFRASTRUCTURE	\$100,638,000	\$144,012,000
Annual Flexible CIP Funds Downtown Drainage Master Plan Water Quality & Maintenance Program Little Shoal Creek Flood Control Project Lower Shoal Creek Restoration Project Downtown Shoal Creek Flood Control Master Plan Electric Substation Site Acquisition		
LEADERSHIP & IMPLEMENTATION	\$3,800,000	\$6,000,000
Economic Development Corporation Staffing		
TOTAL 10-YEAR CAPITAL & OPERATING BUDGET RANGE	\$246,341,000	\$349,112,000

